Book 2 on the Added Value of FM and CREM

Per Anker Jensen and Theo van der Voordt
Workshop at The Hague University
11 February 2015
Agenda

9.00 Opening and welcome / Per and Theo
   • Short presentation round

9.15 Introduction / Per
   • Fresh up of background and contents of the book
   • Overall framework (chapter 1) and what we did so far

9.30 Opening the black boxes (chapter 2) / Theo
   • Interventions, Management, Parameters

9.45 Discussion

10.30 Break

10.45 Chapter presentations / authors of proposed chapters
   • Status, challenges and plans for each chapter

12.00 Discussion, conclusions and appointments

12.30 Closure
Book 1 presented at EFMC2012

THE ADDED VALUE OF FACILITIES MANAGEMENT
CONCEPTS, FINDINGS AND PERSPECTIVES
Why a new book on Added Value of FM?

• Reviewers’ responses to our first book:
  – This is not the end but the beginning!
• A great need to make Added Value of FM easier to manage and measure
  – A lot of research activities is going on
  – A need to compile and create overview of evidence
  – Companies are increasingly working on documenting added value
• Many different conceptual models exist
  – There is a need to develop one commonly accepted framework
• A strong network with a core unit with good collaboration
What should the book include

• Focus
  – FM and CREM perspectives and target groups
  – How to manage and measure added value in practice
  – Research based and practice oriented

• Working title:
  – FM and CREM as Value Drivers
    • How to manage and measure added value

• Anthology with contributions from a number of authors
  – Editors: Per and Theo
  – Publisher: Routledge
  – Publication: Spring/summer 2016
Content

• Front matters: Preface, lists of content and contributors
• Part A: Introduction
  1. Overall framework (Editors)
  2. Opening the black boxes (Editors) – Perhaps divided?
  3. How to cope with conflicting values and selection and prioritising KPI’s (Editors + ?)
• Part B: Value parameters
  – One chapter per value (12 chapters)
  – Interviews with practitioners
• Part C: Epilogue
  1. Tools to mange and measure added value (Feike Bergsma, Jan Gerard Hoendervanger, Theo, Rianne Appel-Meulenkoek)
  2. Reflections, conclusion and recommentations (Editors)
• End matter: Index
Part A.1: Overall framework - Content

• Introduction
• This book
• Definition of added value:
  – the trade-off between benefits and sacrifices in terms of time, money and risks
  – *FM-standard*: “the integration of processes (...) to maintain and *develop* (...) services which support and *improve* the effectiveness of its primary activities” (CEN, 2006)
• Existing conceptual frameworks and process models
  – FM Value Map, Anna-Liisa Sarasoja/Lindholm, Jackie de Vries
• From added value towards value adding management
• The added value process model
  – Intervention → Management → Added Value
## Cause-effect model in the 3 conceptual models

<table>
<thead>
<tr>
<th>Framework</th>
<th>Cause</th>
<th>Effect</th>
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</thead>
<tbody>
<tr>
<td>FM Value Map</td>
<td>Provisions (Output)</td>
<td>Impact (Outcome)</td>
</tr>
<tr>
<td>Jackie de Vries</td>
<td>Real estate intervention</td>
<td>Influence</td>
</tr>
<tr>
<td>Anna-Liisa Sarasoja</td>
<td>Real estate decisions and operation</td>
<td>Added Value</td>
</tr>
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</table>
Overall framework

- The general process model:
  - Input -> Throughput -> Output ---> Outcome = Impact = Added Value

- The Added Value process model:
  - Intervention -> Management -> Added Value
  - Decision on type of change -> Implementation -> Outcome
  - What → How → Why
FM Value Map – Generic version, level 1 and 2, 2008

STAKEHOLDERS
- Society
- Customers
- Staff
- Owners

IMPACTS (OUTCOME)
- Economical
- Social
- Spatial
- Environmental
- Satisfaction
- Cost
- Productivity
- Reliability
- Adaptation
- Culture

SURROUNDINGS

CORE BUSINESS

Management

Interventions

PROVISIONS (OUTPUT)
- Basic products
- Additional offerings
- Space
- Services
- Development
- Relations

PROCESSES (PDCA)
- Planning
- Coordinating
- Controlling
- Improving

RESOURCES (INPUT)
- Facilities
- Activities
- Technology
- Manpower
- Know-how

FACILITIES MANAGEMENT

DTU Management Engineering,
Technical University of Denmark
Part B: Chapters on value parameters

- State-of-the-art
  - Concepts and definitions
  - Important theories, studies and findings
  - Underlying mechanisms - Cause and effect relationships

- Benefits and sacrifices of typical interventions

- KPI’s
  - A long list of KPI’s from literature and practice
  - A short list (Top 5) of the KPI’s recommended as the most essential
  - How to manage and measure benefits and sacrifices

- Perspectives
  - Need for new knowledge and development
Part B: Value parameters and authors

• People
  – Satisfaction: Sandra Brunia, Theo and Rianne Appel-Meulenbrook
  – Image: Theo and Phillip Koppels
  – Culture: Juriaan van Meel and Theo
  – Health and Safety (?)

• Process and product
  – Productivity: Iris de Been, Theo and Barry Haynes
  – Flexibility: Rob Geraedts and Geir Hansen
  – Innovation: Giulia Nardelli and Rianne Appel-Meulenbrook
  – Risk: Per Anker Jensen and Alexander Redlein

• Economy
  – Cost: Alexander Redlein and Wilfried Hauffen
  – Value of assets: Aart Hordijk and ?

• Societal
  – Sustainability: Susanne Balslev Nielsen, Keith Jones and Antje Junghans
  – CSR: Brenda Groen, Martine Vonk, Frans Melissen and W. Arrien Termaat
Earlier activities on the new book

• EuroFM RNG meeting in Helsinki 12-14 February 2014
  – First presentation of the idea
• Theo guest at CFM 31 March – 1 April 2014
  – Planning meeting and workshop
• EFMC June 2014
  – Paper session on Added Value of FM
  – Lunch meeting for people interested in book 2
• Summer/autumn/winter 2014
  – Draft chapter 1 and 2
  – Contact to potential authors and chapter outlines
  – Proposal for Routledge, reviews, contract
  – Section for planned book by Keith Alexander – lead paper EFMC 2015
  – Status article for EuroFM Insight
Activities on the new book in 2015

• First workshop: The Hague University, 11 February 2015
• Deadline for most chapters: 1 April 2015
• Second workshop day before EFMC 2015 in Glasgow, 1 June 2015
• Deadline final chapters: 1 September 2015
• Deadline for input for index: 1 December 2015
• Deadline for final manuscript to Routledge: 31 December 2015
• Publication: Spring/summer 2016
• Possible launch events:
  – CIB World Congress in Tampere in May 2016
  – EFMC 2016 in May/June 2016
  – CFM’s Nordic Conference at DTU in August 2016
Requirements from the publisher

• Max. 120.00 words in total, incl. references and index
  – References included in each chapter
  – Index for whole book
• Signed contributor agreement from each (lead) author
• Author guidelines
  – Follow instructions for formatting and referencing
  – Abstract not included in book but used for marketing – separate word-files
  – Illustration checklist – Figures and tables
  – *Ensure all permissions for figures are cleared before submission*
• On-line survey to be filled in for each chapter by delivery
• Contributions must be original and not been or to be published in other ways without permission from the publisher
• Index
  – We ask for your input concerning your contribution
  – The editors will compile the whole index
• Proof of chapters by lead author of each chapter in early 2016
"I'm in value-adding. What do you folks do?"