The term demand-supply management frequently is given different interpretation in the FM Demand-supply framework. Compass for demand-supply management

By Tim Van Asch and Doranne Gerritse

This year’s ‘Focus on Demand-Supply Management’ study by Hospitality Group focused on making the rather generic term ‘demand-supply management’ more concrete. This article discusses what demand-supply exactly is, why it is important, and particularly how the FM Demand-Supply Framework can help to establish a clear structure and division of demand-supply roles in an organization.

The term demand-supply management frequently is given different interpretation in the professional field of facilities. Those interpretations often relate to an outsourcing, organizational or governance model. As is apparent from literature and field research, both in the field of FM and other support services, such as IT, the core of demand-supply management is governing the service provision. Of course this is closely related to the outsourcing and organizational model, but there are important differences. In short, demand-supply management is a governance model, intended to establish and maintain a balance between supply and demand.

Close alliance between demand-supply and outsourcing leads to confusion.

The various interpretations result from the close alliance between ‘demand-supply management’ and ‘outsourcing’. This alliance lies in the fact that after outsourcing services, clients must also make more explicit arrangements for their demand-supply management, with the result that demand-supply and outsourcing are often considered synonymous. Another obscuring factor is that the term demand-supply organization is often used for an outsourcing model in which a large portion of the work is being outsourced.

Figure 1. The FM Demand-Supply Framework combines 14 essential demand-supply roles.
Figure 2. For every role activities are defined that contribute to the chain in which demand and supply are matched.

Definition of demand-supply management

‘Governing the services, focused on a continuous balance between supply and demand, with the aim of delivering what is needed and expected, in due time and with the right quality’.

Demand-Supply management of outsourced and insured services

The close relationship between demand-supply management and outsourcing also resulted in the prevailing notion that demand-supply only applies to outsourced services. But quite the reverse is true. Demand-supply management also applies to services performed under own management. True enough, this sort of demand-supply management is less conspicuous. Here, governance is not broken down into specific demand-supply functions and written agreements. But even so, it is still a form of demand-supply management.

Importance of good demand-supply management

FM is a support service that is supposed to deliver services that support the primary process as well as possible. The crux lies in balancing costs and quality against the background of a more or less dynamic customer need.

‘A well-structured demand-supply model is essential for focused, differentiated and dynamic service provision’

Optimising contract (utilization)

A lot of attention has been given to the optimization of the supply side, such as purchasing and contract management. Research shows that this is the first phase in the development of demand-supply management. These optimizations are aimed, for instance, at reduction or greater flexibility of costs, the realisation of market-compliant quality levels, and professionalisation of the instructions given for these services. In most environments, the main effects of these optimizations have been exhausted.

Good demand-supply management necessary for adding value

FM is increasingly being asked and challenged to deliver something that is often captured in the catch-all term ‘added value’. This not only requires FM to provide more or less standard services at market-compliant costs, but also to make a real contribution to overcoming the challenges its customers are facing. This may come down to attracting and retaining young talent, the ability to quickly respond to temporary changes in capacity (for instance in case of large projects), and promoting participation and involvement.

A successful FM organization is capable of responding to its customers rapidly and adequately. And this requires good demand-supply management.

Parallel between sailing and demand-supply management

A well-structured demand-supply model is essential for providing services in a focused, differentiated and dynamic manner. It is comparable with sailing. Sailing is based on a clear role division between the skipper, the helmsman, the man at the winches, the pitboy, etc. The people fulfilling these roles must know exactly what they and others will and won’t be doing and how and in what order they will work together. These are preconditions for winning a race.

The parallel with FM is clearly visible. For instance, replace winning the race (as a target) by achieving the envisaged facilities results, or replace making the boat go the fastest (the means) by the services, and replace steering the boat (control) by facility demand-supply management. Without good demand-supply management, achieving the envisaged results will mostly be the result of luck or unambiguous targets.

Fm demand-supply framework

In other words, there are two essential success factors for demand-supply management:

1. Well-defined and clearly assigned roles.
2. A good collaboration between these roles.

To set up good demand-supply management, each of the roles in the organization must be defined (what does this role mean to us?)

Hospitality Group developed a FM Demand-Supply Framework, which brings together 14 essential demand-supply roles (figure 1). In addition, insight is provided in the correlation and role division at four control levels (focus, structure, manage and deliver). For each role demand-supply activities are defined, each contributing to the chain in which demand and supply are matched (figure 2).

The second step is to get clarity on the way these roles are working together - what are our core processes? After this we can start thinking about the translation of roles into functions and the scope of these functions.

The FM Demand-Supply Framework is of central importance in an interactive and phased approach. The organizational structure and staffing are the final elements in this process. This approach results in a widely supported and well-substantiated structure and staffing.

Focus on demand-supply

In 2014 Hospitality Group, began an ongoing study of demand-supply management: Focus on Demand-Supply. In 2014 this resulted in an overview of the required scope of demand-supply functions and the main drivers behind differences. In 2015 extensive literature and field research was done in the question what demand-supply really is. 15 organizations from the professional field of facilities are involved, and the research also includes the way that other services, such as IT, manage demand-supply.

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Education as a precondition to improving the quality of facility management services: the Slovakian situation

By Ass.Prof.Ing. Viera Somorová, PhD

One of the objectives of the European Standards, in particular the imminent third part, is to improve the services of facility management. A condition to achieving this objective is the qualification of facility managers, the professionals who manage the services or carry them out directly. This brings us to the question of education in the field of facility management, primarily at high school and university levels. Facility management graduates, with the theoretical knowledge augmented by practical experience, become highly qualified experts in the field of facility management. This article is an overview of the current situation of education in this area in the Slovak Republic.

The aim of an organization dedicated to managing support activities, in the form of facility management (in/outsourcing), is not only to optimize operational costs, but more importantly, to improve the services rendered. The definition of quality in facility management services was examined by the European Standard STN EN 15221-2; however, it failed to indicate how exactly it could be assessed. The process of determining the quality of facility management services is specified by the newly prepared STN EN 15221-3, entitled “Guidance on Quality in Facility Management”. Its goal is to give instructions for achieving, improving, and measuring the quality of facility management services.

In the upcoming norm, quality is defined as the level of fulfillment of the requirements defined by a client, customer, end-user or organization. These requirements are based on the needs and expectations of users of the facility management services. The information about the quality of the provided service can be obtained from the key performance indicators (KPI).

A decisive factor in improving the provided services is the qualification of employees, who perform these services in their role as facility managers. Facility managers should be technically oriented specialists, having knowledge in the field of management and construction economics. A good facility manager is a person with rich practical experience, i.e. someone who is continually acquiring more information about facility management through further education. Surely, this is the only way.

The profession of a facility manager is known in countries of the European Union. As facility management in Slovakia gradually penetrates the consciousness of professionals, the demand for education in this field grows in proportion.

Nowadays, there are organizations that offer the public, under the auspices of lifelong learning, different courses of study aimed at the individual development of citizens in the field of facility management. However, this task of educating would be more effective if assigned primarily to high schools and universities. A reverse model should be applied through which school leavers and graduates (facility managers who are well-equipped with the theoretical knowledge) would become highly qualified specialists in the field of facility management after acquiring professional experience. On the basis of their professionalism, they would be able to fulfill the expectations of organizations, thereby improving the provision of facility management services.

So what is the situation in Slovakia regarding education in facility management? The answer to this question is detailed briefly in the following examples; it is based not only on education in our country, but also in neighboring and other countries where facility management has long been accepted.

The first university in Slovakia where facility management was incorporated into the curriculum was the Faculty of Civil Engineering at the Slovak University of Technology in Bratislava, which, in 2004, saw the subject introduced as an optional course. Since that year, students have been regularly preparing their theses, in which they dealt with the application of facility management at building sites.

At the Faculty of Civil Engineering, the subject is closely associated with facility management (energy audits of buildings, operation and maintenance of buildings) are taught within various programmes of study at an engineering level. According to Professor Petráš, for the purpose of education in the field of facility management, it is necessary to integrate all of the fragmentary studies of the field into one single programme. This should be done in stages, and the postgraduate course should be offered firstly to university graduates who are already pursuing such a career path.

The first step in introducing a facility management study programme is the implementation of a postgraduate course, designed for both graduates of the university, as well as for professionals in the field.

Postgraduate studies in facility management at the Faculty of Civil Engineering STU in Bratislava are addressed to facility managers, project managers, architects, etc., but also to students and civil engineering graduates.

The first course of postgraduate study began in early 2011. In 2013, the study received accreditation as training entitled “Management and Maintenance of Buildings - Facility Management”. By the end of the winter term 2015/2016, the total number of graduates was 210 at the accredited study of Facility Management. Qualified lectures are given by university professors and lecturers, as well as by highly qualified practitioners. Supplementary education to post-graduate students is also offered, usually in the form of professional workshops.

The study programme is divided into 5 sections. The introductory section focuses on facility management itself, with participants being apprised of its history, its forms of application (in/outsourcing) and also with the European Standards in Facilities Management. The section on energy management is devoted to energy audits, certifications, and to the monitoring of buildings. An important part of the work of responsible facility managers is quality, which is covered in regular lectures within the section dealing with the managerial quality system. The technical report is incorporated into the section aimed at the maintenance of buildings. Other important components of a facility manager’s performance are communication, control of situations, and competence; the issue of personal management is presented to participants in the section on human resource management.

Through the mutual relationships established with the University of Applied Sciences in Kufstein in Austria, and as part of the SOCRATES exchange programme, many students completed a term of study abroad in order to gain knowledge in facility management.

Many of them have since become successful facility managers. Bilateral agreements are also in place for teachers with the University of Kufstein, the University of Bolton (UK) and the University of Groningen in Netherlands.

Within the VEGA grant system, several scientific projects were conceived at the Faculty of Civil Engineering, out of which two research projects related to facility management were elucidated by a group of teachers. Between 2006 and 2008, the project entitled “The optimization of costs for the management of buildings implemented by the facility management method” was completed. Its underlying aim was to ensure the systematic approach to the facility management method by using project management principles. The result of the research was presented in the form of a monograph, with the same title as the research task. At present, the scientific project “Application of the facility management method in the modeling of costs for the maintenance and reconstruction of buildings” is drawing to a close. In this project, the facility management method applied in the project stage of a building was evaluated, with further emphasis on its maintenance and reconstruction.

The good news for education in the field of facility management is that, in the 2015/16 academic year, facility management has become a compulsory subject in the Faculty of Civil Engineering STU in Bratislava and 170 students attended the course during the winter semester.

Conclusion

So what lesson can be drawn for us and for those who work in the field of facility management, either as facility managers or teachers? The educational situation in Slovakia within the field of facility management is certainly in need of a comprehensive learning programme. One well-known guru in the field of facility management in the Czech Republic, Mr. Strup, expressed the following view: “Since there are many educated people, but a huge lack of educated facility managers, a lot of work will have to be done in the field of education.” I, too, am of this opinion.

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FM2016 Survey: professionalism, networks and value-creation

By Preben Gramstrup, Management Consultant and owner of fm3.dk

Every year since 2010, fm3.dk has conducted a survey of FM’s plans for the year’s activities and future expectations.

FM2016 Survey shows that FM's focus is no longer only on costs, but also on value-creation with portfolio strategies and Right-Sourcing. Over the years, FM has become increasingly professionalised, and the major trend at the moment is knowledge-sharing in networks.

More and more people save m² with portfolio strategies

A number of economic studies have shown that more than 25% of the assets of (private) companies are invested in real estate and that the costs amount to 40-50% of the net income. Thus, there are important economic reasons for focusing on portfolio management. Furthermore, portfolio management greatly influences the possibilities of creating a good framework for using the buildings and properties, regardless of whether they are used as workplaces, institutions or residences. Therefore, it is not surprising that, in particular, companies with over 50 buildings have prepared portfolio strategies. For public organisations (which often have more than 150 buildings), about 1/3 already have a portfolio strategy, more than 40% are in the process of preparing such a strategy and a further 10% are considering a portfolio strategy.

The portfolio strategy generates improved economy and a better basis for decision-making

Pressure on municipal budgets (including the re-prioritisation contribution) has increased the need for portfolio strategies.

A decrease in floor area and better use of operational budgets are regarded as the two biggest advantages for initiating the preparation of a portfolio strategy. In particular, this applies to those organisations that have just started such a process, where nearly 85% can expect savings in floor area resulting from the portfolio strategy.

For organisations that already have a portfolio strategy, the primary reason is no longer savings, but rather greater knowledge and an overview of the property portfolio.

Over 70% of the organisations that already have a strategy enjoy increased value due to an improved decision-making basis and the ability to identify alternatives.

If you look at knowledge of the properties in relation to the expected activities, FM2016 Survey shows that about 40% of the public property administrators are in the process of purchasing and implementing IT for FM (CAFM) tools. This is taking place in order to be able to collect and quickly access data.

Key figures give food for thought, but they do not necessarily provide a clarification

Part of the decision-making basis in the portfolio strategies is derived from the collection of data used to prepare key figures for benchmarking. The proportion of organisations that compare key figures has increased significantly since FM Survey 2015. It must therefore be concluded that benchmarking is here to stay. In the public domain, Økonomiaftalen 2015 (the Economic Agreement 2015) also contributed towards an increased focus on key figures within the property area.

By benchmarking key figures for operational and maintenance expenses etc., as well as for construction backlogs, it is possible to prepare scenarios for optimisation of floor space, in cooperation with the organisation's other departments. This way, by working strategically with benchmarking, the organisations can contribute towards saving significant amounts used on buildings.

Key figures are interesting, but the context is at least just as interesting because it is possible to carry out comparisons on the same basis. For internal comparisons, it is easier to have the same pre-conditions. With external comparisons, it is important to adhere to the definitions presented by DFM, for example.

The advantages with benchmarking are considered to be far greater than the disadvantages. In particular, learning and development (72%), as well as a better basis for decision-making (66%), are at the top of the list of advantages. The greatest disadvantage is the time spent collecting and validating data (33%).

It is worth noting that those who have not yet started have the most concerns. However, once they have begun, the concerns dissipate and the insight leads to greater benefits.

We do not necessarily get perfect data through benchmarking. It takes a long time to collect and verify 100% correct data. However, we might “just” accept good data - data that is almost correct.

Many times, a benchmarking task is started on the basis of the 20:80 principle. This states that 80% of the data can be collected with 20% of the effort of collecting the full 100%. Through the subsequent detailing and verification, the key figures have always proved to be quite valid.

It is thus good advice to start benchmarking numbers within a limited area. A precise number does not exist, so it is therefore more important to get close to the right number than to have no benchmarking.

Right-Sourcing is still a central strategic concept

Last year, we saw a shift in focus...
Facility Management units at large companies are facing great challenges. On the one hand, there is the provision of services, without which site operation (compliant with requests and requirements) would not be possible; and, on the other hand, the respective core business, the support and relief of which is THE key issue of FM. In this conflicting situation, growing demands have resulted in an increasing amount of pressure being exerted within FM, which is reflected in the many details which were discussed at the user conference. Here are two examples:

Value-added partnership
Additionally, there was one thing which all participants in this year’s user congress quickly agreed on: The FM areas of each sector want to and must develop genuine value-added partnerships with the core business – with regard to real core business relief, real problem-solving and the fact that it cannot be replaced by private organisations. The question of ‘how’ led to relevant discussions quickly becoming heated, both on the podium and at world cafe tables.

Evidence of added value is, supposedly, only possible if a share of success in the core business product can be defined. How is one supposed to achieve that in the role of the site operator?

The routes to this have become clearer. For example, with regard to the fact that the advertising of attractive jobs is no longer being discussed as the ultimate goal, especially with proof that the given type of the working environment available has also (!) enabled the acquisition of competent staff. One is therefore measurable and recognisable as a value-added partner.

Performance in the operation model
The various developments of the last few months are still not being significantly reflected in tenders and proposals. Quite the contrary is true: emotions are being stirred up with regard to the quality of tenders currently available in the market.

There are valuable insights here e.g. the clear job descriptions of the key players with the allocation interface, which clearly describe and assign the established management activities at every level. One further step forward is the orientation of the service processes offered with the agreed service process, which ensures that major performance steps are not easily forgotten or not understood during the execution of the process.

This and much more must be included in the tenders of the future. The participants were unanimous about this. This requires an even more explicit and clear picture of an operator model, which – and here comes the bad news – must be decisively developed and presented by the user with more effort than has hitherto been the case. The users must indeed pare down here. One important step in the pursuit of professionalism which everyone would like to promote.

Quick facts about FM2016 Survey
Every year since 2016, fm3.dk has carried out a survey of FM’s activities and future expectations for the coming year. The survey asks questions on central FM subjects such as: strategic focus areas, budgets, FM expenses, delivery models and skill development.

The year’s survey was conducted in November - December 2015. In total, the respondents consisted of 93 people with activities within Facilities Management. About 25% are from private companies, while 75% are from public or semi-public organisations. You can find the entire survey at www.fm2016.dk
2016: The year of the 360-degree view of the building

By John T. Anderson

What was your New Year’s resolution? For most people, the resolutions they commit themselves to involve eating healthier, getting a new job, picking up a new hobby or just spending more time with family and friends. All too often these resolutions end up falling through because they’re easy to put off. But, there’s one resolution that savvy facilities professionals can’t afford to put off: establishing a data-driven 360-degree view of the building they manage.

What does it mean to establish a 360-degree view of the building? It means understanding both the intended and actual utilization of your building and using that knowledge to design for the future. Through a combination of software, hardware and sensor technology, FMs can analyze intended room and desk bookings versus actual occupancy levels of huddle areas, drop-in spaces, meeting rooms or phone booths. From there, FMs have a 360-degree view of their building’s pulse, not only monitoring where people are congregating in real time but also anticipating where they will go next.

The potential for smart technologies to transform the workplace is tremendous, but we’ll have to understand and manage their buildings is a topic that’s been much hyped over for the last few years. And, this year, FM pros will find that smart technologies are now so widely spread and accessible that the data-driven 360-degree view of their buildings is a goal within reach. Furthermore, when enabled, it will have a tangible impact on both the facilities team and occupants’ everyday experience in the space, to say nothing of the bottom line.

The incoming flood of workspace data, until relatively recently — not just for facilities, but for virtually all industries — data collection was a slow and steady process. The tools for gathering data were often tedious to use and in general had a significant time delay and lack of quality. By the time the analysis was complete, any insights that could have been derived were already out of date.

Now, we have the opposite problem. The rise of connected devices and their integration into workplaces have already completely redefined the data landscape. Consider Gartner’s prediction that, by the end of 2016, the Internet of Things will span more than 6.4 billion devices worldwide.1 That number is expected to skyrocket to more than 20 billion connected devices across the globe in the following four years. With so many smart devices flooding the workspace, companies now need to be able to distinguish which data collection mechanisms are the most efficient at gathering only the data that provides useful insights.

FM professionals have more data than ever, accessed faster than ever, to draw on for extrapolating new conclusions and deploying new solutions. FMs can use tools that aggregate data from HR systems, badge security systems and other kinds of smart sensors to fundamentally understand the pulse of their office. This information can, in turn, empower facilities professionals with a 360-degree view of the building. But while the power of data may be there, this raises the question: how can facilities professionals unlock it?

Drawing on big data for a smarter building

The 360-degree view of the building enables facility managers and real estate executives alike to constantly optimize how space in their office building is used, based on real-time or near-real-time data that tracks workspace efficiency. Rather than maintaining disparate snapshots of part of a building’s life, the 360-degree view makes a full profile accessible in one place.

By integrating smart sensor technology into common, day-to-day office tools, FM professionals can seamlessly gauge how employees are utilizing available spaces — whether meeting rooms are going unused or constantly double booked; whether sitting desks continue to reign supreme or standing desks have rendered them obsolete; and whether common meeting spaces are attracting clusters of employees to work together and spark productivity or if they spend most of their time unoccupied. Best of all, this can all be done completely under the radar, without disrupting the employees in question in the process.

All of this insight is incredibly valuable to FM professionals, who can use that data to adjust their building’s office plans accordingly. Real-time, 360-degree views of any given building allow facility managers to make workspaces not only more accommodating for current occupants, but attract new ones as well.

If there are spaces in a building that are being underutilized, you might consider renting them out to other companies, similar to how an airline might sell seats — with real implication for cost-saving. Now, thanks to smart building technology, all of the data analysis can be automated and done in real time, allowing FM professionals to respond faster than ever when it comes to designing a more intuitive and efficient facility.

Going green with smart buildings

Establishing a smart, 360-degree view of the building goes beyond just maximizing workspace use and efficiency. Smart sensor technologies also facilitate a significant push on building sustainability, empowering businesses to reduce their carbon footprint while benefiting from cost savings.

Between the U.S. and China’s pact to cap their countries’ carbon emissions in 2014 and the recent talks in Paris about climate change, many FMs have seen such a worldwide and concerted push for greener and more sustainable living. In order to achieve these larger goals, facility managers can do their part to achieve more sustainable offices. Sensor technology makes this easier than ever to track and accomplish.

Facility managers can use their integrated dashboards to not only gauge space usage, but determine usage of utilities like light, water and heat as well. Odds are you’ve already seen iterations of this kind of technology around your office, with motion-activated lighting systems that turn a meeting room’s lights on and off depending on whether or not someone is in the room; smart thermostats that automatically raise or lower the temperature of the office based on the weather and eventually learn to determine a building’s most comfortable base temperature; and motion-activated faucets that only run water if there are hands are underneath, ensuring you never run the risk of leaving the faucet on and wasting water again.

Smart building dashboards streamline all of these processes, coordinating utilities monitoring into an integrated user interface and giving FM professionals a real-time, 360-degree view of how efficiently a building is consuming these resources. With that kind of data on hand, facility managers can then implement new measures to better regulate how the building taps into these resources, ultimately resulting in a more cost- and energy-efficient office building.

Not only does this serve a larger mission of fighting worldwide climate change, it also saves on the building’s bottom line too, ensuring a decrease in utility spending.

Looking ahead to a smart building future

If anyone is still skeptical about the imminent rise of the 360-degree view of the building, just look around: all of the conditions are already in place. Many FM professionals already use a variety of tools to manage and understand different aspects of their facilities.

But a centralized workspace management toolkit unifies these features into a single, consolidated dashboard that makes tracking, collecting and processing these data streams more intuitive than ever.

Through graphical representations of space utilization and heat maps, FM professionals can more quickly identify where employees’ preferences lie and where improvements can be made. This can range from streamlining meeting room scheduling to avoid double bookings (or eliminating spaces that are never booked), designating common workspaces for greater productivity, sub-leasing unused spaces to new tenants that could better utilize them and remapping office layouts to better accommodate current tenants.

Best of all, these improvements can be made with disruptive occupancy employees’ day-to-day routines and yield serious cost savings in the process.

Adapting the 360-degree view for you

The New Year’s resolution that should absolutely be on FMs’ minds is designing a 360-degree view of the building. Understand how the current workplace plan is functioning by planning, defining, enabling and measuring the actual utilization of the current space. Then, maintain a constant feedback loop to determine the intended future use of the space.

This resolution yields benefits all around: for the building managers, for facility occupants and, on the efficiency front, for the greater fight to create a more sustainable footprint. A better managed office, more productive employees, optimized workspaces and energy-efficient utilities usage — a 360-degree view isn’t just how office buildings should look in 2016; it’s the baseline for how all offices should run.

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John T. Anderson serves as the chief revenue officer of Condeco Software where he is responsible for all facets of revenue generation and field sales operations for the Americas. As a visionary executive with 30 years of success building teams to accelerate growth and meet aggressive revenue and profit targets, Anderson has played a pivotal role in the transformation of software technology organizations into market leaders in the workplace management space. At Condeco, Anderson applies his business development and leadership skills toward helping clients realize the greatest possible value from Condeco solutions. Learn more at www.condeco.com.
Supporting the gene geniuses

By Rob Farman

To support the quest to find new treatments for diseases and make new scientific discoveries, FM support at the world-class Wellcome Trust Genome Campus research facilities in Cambridgeshire has to match the bold ambitions of the scientists. Following a recent BIFM Eastern Region event on the campus site, Rob Farman reports

In August 2014, Prime Minister David Cameron announced that Genomics England Limited, a company created by the Department of Health, was to partner with commercial sequencing firm Illumina to sequence the genetic codes of 100,000 people in the UK. The goal? To investigate the genetics of cancer and rare genetic diseases. The deadline? 2017, just three years from the announcement. The location? The new £27 million Ogilvie Building on the Wellcome Genome Campus in Hinxton, Cambridgeshire.

It’s the latest high-profile project to be supported – from building gestation through to operation – by the Wellcome Trust Genome Campus’s projects and FM department.

About the campus

The 125-acre Wellcome Trust Genome Campus site is currently home to a population of about 1,825 staff in 59,000 square metres of facilities. Many of these are employed by the Wellcome Trust Sanger Institute, an organisation primarily funded by the Wellcome Trust. The institute originally started out at Hinxton as a large-scale DNA sequencing centre to help deliver in the Human Genome Project and made the largest single contribution to the ‘gold standard’ sequence of the human genome. It is now a genomics research hub focusing on understanding the function of genes in health and disease and providing lasting resources for genetic researchers worldwide.

The European Bioinformatics Institute (EBI) is based on the campus, researching computational biology to provide genomic data. There’s also the Wellcome Conference Centre, whose operations are based in Hinxton Hall, an original Grade II Listed Georgian building. Genomics England Limited is set to join the campus soon in the new Ogilvie Building. Also included on site – and in the purview of the campus’s projects and FM department – are a 300-seat auditorium, a nursery, gym, sports facilities, the River Cam Wetland Nature Reserve and some as-yet undeveloped farmland. The campus operates a Green Travel Scheme (both bicycle and free buses) and is registered to ISO14001.

Development on site has been substantial. On the campus’s South Field, five buildings have been completed since April 2005: a reception building, the Morgan Building (with “wet laboratories” and a striking floating meeting room suspended above its atrium); The Caims Pavillon (with a ‘Sedum Carpet’ green roof, housing fitness and catering facilities); the Research Support Facility (RSF) with a controlled environment for scientific programmes; and a data centre providing information to the global research community.

In September 2013 the 5,000 sq m EBI South facility opened at a cost of £25 million; the Mulberry Court Residential Conference Centre opened in October 2014, and most recently the bespoke Shared Facilities building opened in January this year. The Ogilvie Building will be the next to open.

Property and FM

The on-site FM team is key to maintaining and developing the facilities that have enabled many of the scientific discoveries to be made on campus. And that’s no easy task. Since 2003 the FM team has become more specialised, growing its knowledge and capabilities in line with the size of the scientific workforce on site.

The site has developed significantly over time, including a large extension – the ‘South Field Project’ in 2005, which saw new buildings including laboratories, a data centre and staff amenities. As well as the new Ogilvie Building, there are plans for further expansion. Projected site growth over the next 10 years, as different clients arrive on site, will see the total campus workforce rise from 1,825 to 2,500.

To help deliver this vision the projects and FM department is a pivotal part of the campus’s day-to-day operations and its continuing development. It leads the drive to provide buildings that work properly, are easily maintained and which can be adapted readily to the changing needs of its end users.

The site’s 2005 expansion was the first development to highlight the importance of the team. “Space management alone justified the contribution of our FM team as the research space was retasked for new research programmes,” says Jim Hood, director of facilities and estates.

Duncan Parsley, director of capital projects, is charged with ensuring that all new buildings are designed to meet challenging project timescales that are also capable of being easily run and looked after when they are handed over to Hood.

With 38 years’ experience of research sites, chartered building services engineer Parsley joined the Sanger Institute in 2003, when FM on site was just a “cottage industry”. Since then he’s seen the site triple to 59,000 sq m, with the number of buildings under his charge doubling from 10 to 20. Parsley’s role is to cast a ruthlessly practical eye over all new facility requirements to meet project delivery deadlines and provide practical building performance. But this does not mean that the resulting buildings are boring boxes.

Parsley’s work also strives to combine practicality with creativity. For example, attending the CIBSE Conference at the Royal Institution and seeing its glass-enclosed atrium, inspired the design of the new Kitchen Garden Conference Centre. The centre, costing £10 million, with seating for 300 and a bar for 200, opened in July 2015.

Hood came into scientific research facilities through Glaxo Smith Kline (GSK) and joined the Wellcome Genome Campus in 2014 when the management of construction projects was moved across to the FM team. Hood is responsible for scientific support services as well as the traditional hard and soft services.

Operational support

So that scientists can concentrate on their research, Hood and his team endeavour to take routine tasks away from them. Beyond standard cleaning and catering, the team oversee pipette calibration, autoclave operation, media preparation and the management of hazardous and chemical waste, as well as the critical space management. Owing to the research carried out on site, risk has to be thoroughly managed. The institute seeks to understand and find new treatments and diagnostics for diseases including malaria and MRSA, which require CL2 or CL3 laboratories.

It’s a powerful equipped site and FM also manages all the scientific assets and their service contracts, with the exception of the genomic sequencing machines, which have their own support organisation. Hood’s department registers new assets on site, disposes of them when they are no longer needed, and then de-registers them. The department is also responsible for ensuring that any service contracts only maintain essential in-use assets. It also provides ‘first-line’ maintenance for them.

Among these facilities is the largest biological data centre in Europe, which manages 36 Petabytes of data. The centre is modular, with both free- and Combined Cooling Heat and Power (CCHP). In terms of research data storage management requirement in the EU it is in the same league as the Large Hadron Collider at CERN in Switzerland. In the foreseeable future, with data storage requirements expected to quadruple, the centre will only increase in capacity.

Fit for purpose

The Ogilvie Building, built for Genomics England Limited’s work and the Sanger Institute’s own DNA sequencing facilities, is a good example of how the campus’s project and FM department matches building performance to purpose, and is able to respond quickly to scientific need to bring new facilities online. Parsley emphasises the built-in practicalities of the new block; each storey will have a gantry on the outside to allow cleaners to walk along and clean windows (thus no cradles or long-reach poles). Also, the building’s laboratory space will be re-tasked often during its life span, so reconfiguration has been made easier through the deliberate absence of a suspended ceiling.

Hood and Parsley work closely with scientists and management to ensure that new projects meet expectations and needs without becoming what Hood describes as “cathedrals of engineering”.

Parsley explains: “We strive to use as much off-the-shelf, non-bespoke, UK-supplied materials and equipment as possible.”

The two teams are rightly proud of the buildings’ equipment and design, which balance the needs for interoperability, operational and maintenance, low amounts of value engineering and low architectural input.

At a recent BIFM Eastern Region event, Parsley and Hood outlined their approach to developing site facilities. They focus on using standard components, providing what scientists need, delivering buildings that enrich the environment and are inspiring to those who will work in them, while simultaneously being as practical, adaptable and efficient to run and maintain as possible.

“The client is king,” emphasises Parsley, who ensures that his working relationships with proven architects and contractors is a two-way street of discussion.

Future frontiers

“The UK definitely punches above its weight in research,” says Hood, “and it is FM’s role to support these ever-growing capabilities.”

Hood has a simple philosophy when it comes to delivering high-quality services: “Don’t ask what someone wants. Instead, get them to say what they need.”

That, surely, lies at the heart of the art of FM – how to tease out from a client the necessary from the added extras.

Hood’s and Parsley’s teams’ ability to respond in any given situation is set to stand the campus in good stead as it adapts to future technological developments. And who knows where that might be?

The Wellcome Trust Genome Campus – at the forefront of human health research – has much to offer FM about employing advanced techniques to deliver projects and meet exacting, urgent requirements.
Chairperson’s report after the EuroFM Members Meeting in Stuttgart and the preparation for the EFMC in Milan, June 7-8, 2016

Prof. Ron van der Weerd
Chairperson

As stated in my previous report: “Knowing Klaus Homann, Professor and Department Head for Business Engineering and Facility Management at DHBW, I am sure that we will once again enjoy a great and very well organized Members Meeting. In February, this meeting will run in conjunction with the EuroFM winter school. And yes... a side-event trip to the Porsche factories is already planned.” Well, it all came true.

Although, I must admit, Porsche changed into Mercedes, but that did not affect the quality of the experience at all. I would like to thank once again the DHBW, the Art Academy and of course Sodexo, who provided excellent catering and organized the social event on the Thursday evening. I can also say that good vibes were in the air since our members meetings in London and The Hague, the associations meeting in Milan and the knowledge-sharing workshops. The ENG, PNG and RNG continued their collaboration and were still pursuing concrete exchanges in Stuttgart. Let’s keep those good vibes in the air forever! The program in Stuttgart turned out to be excellent and exciting: living proof of how active we are as a network organization. There is always something happening at EuroFM, especially when the meetings are held together with a winter or summer school, as was the case in Stuttgart. We were surrounded by innovation, creativity, and new approaches provided by astute students and their inspiring coaches and teachers.

Stuttgart is an interesting and fascinating city: hometown of Mercedes, Porsche and Ritter chocolate (in Waldenbuch just outside Stuttgart) and situated in a relatively narrow valley, surrounded by steep hills and vineyards. So, if there is one city that has a challenge in efficiently using space, it is Stuttgart. Thus, the seminar of the DHBW on “Space sharing” was very apt. It was an eye opener for me to consider space sharing (also work spaces) from a sociological point of view. The presentation “Crossing the borders of space: a sociological perspective on space management” by Dr. Kaisa Airo, a senior lecturer at LAUREA UAS, Espoo, Finland, was fascinating. The other presentations also garnered great interest. The presence and speeches by Petra von Olschowski, the President of the Stuttgart State Academy of Art and Design, and Dr. Simone Schwantzitz, the Director at the Ministry for Science, Research and Art of Baden-Wuerttemberg, conveyed the outstanding and valuable relationship between the DHBW as a center for applied sciences and its regional society.

Again the presentations of the students of their results from the winter school program was a highpoint. It is amazing to see how these promising, young professionals can produce surprising and creative solutions and approaches in such a short period of time. Impressive and great fun to watch! The General Members Meeting was interesting and filled with good discussions. The discussions on another contribution fee system and the added value of EuroFM and members to our network were lively, interesting and provided us with new insights.

As Chairperson, I urgently call for members to step forward and stand as candidates for the positions of chair and treasurer, since the current holders are coming to the end of their term. Furthermore, members can also apply for other board positions. There will be elections for every board position this year. If the proposed changes to our constitution are approved by the members in Milan, at least three of the four network group chairs will run for another term, just as the vice-chair is allowed to. Please read the recent special message to members on this for more information. If you are interested or want more information, feel free to contact me.

The EFMC will be the final one within a five-year period in which we have been collaborating with Informa as our professional congress organizer. I would like to thank them for all their efforts over the years to make the EFMC a success. The board of EuroFM is now in the middle of the process of assessing and considering the future of the EFMC and its method of organization. Informa is, amongst others, one of the parties involved in this process. We hope to be able to inform you more on our conclusions soon.

Finally, the members meeting held in Milan last fall was a sort of appetizer for EFMC 2016, which will be held in that same city on June 8 and 9. The meeting in Stuttgart was an excellent warm up. Let us all perform our best in Milan.

I hope to see you all there!

Ron van der Weerd, Chairperson
The Members Meeting are: 1) the unique research and educational opportunities; 2) to find collaboration possibilities for gaining an insight into FM in other countries; 3) to develop an international profile. With regard to FM, we are a leading European network and together we can move the academic body of knowledge, content of education, and FM practices, to provide practical guidelines for production and appropriate knowledge sharing. This I find is strongly motivating.

The background to the topic has to do with the increase in usable space and built volume in growing urban areas. At the same time, one can see an increasing intensity of use declines, in contradiction to goals in sustainability and resource efficiency. The Winter School dealt with the aspects of planning, programming and operating shared space in order to improve space efficiency by intensifying space use, dynamic programming and developing specialized shared services for diverse users.

The students’ results were the highlight of the whole week and it was great to see so many EuroFM members enjoying the presentations. It was, again, amazing to see how fast these young professionals develop practical solutions. The speed of learning multiplies in intensive study periods such as EuroFM Winter and Summer Schools.

The next EuroFM Summer School will be held at the UAS in Espoo, Finland. Further information about the Laurea EuroFM Summer School can be found on the EuroFM website.

In the upcoming EFMC 2016 in Milan, we are happy to announce a new competition: EuroFM EICS Internship Award, sponsored by European Customer Synergy (ECS). The competition is based on pitches with the themes chosen by the Network Group who is coordinating the EuroFM Winter School in Milan.

Once again, welcome! I wish you all a wonderful spring and look forward to seeing you again at the EFMC in Milan this June!
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