EuroFM Research Papers
Advancing knowledge in FM

PEOPLE MAKE FACILITIES MANAGEMENT

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Research Papers
Advancing Knowledge in Facilities Management:

PEOPLE MAKE FACILITIES MANAGEMENT

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EuroFM RESEARCH PAPERS

Advancing knowledge in FM
PEOPLE MAKE FACILITIES MANAGEMENT

March 2015

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FOREWORD

This year’s theme - ‘People make facilities management’ - reflects an increasing recognition that supporting human interaction and promoting social intelligence, is central to an approach to FM that focuses on organisational effectiveness. The theme is derived from the similar recognition that people make a City and the brand of the host venue – ‘People make Glasgow.’

This represents an important departure for positioning the profession and industry in the post-recession economy in Europe. The response to this challenge will underpin development of an approach that enables FM to evolve, increase its influence and improve status in organisations. All functions in all kinds of organisation are being encouraged to find innovative solutions in the post-recession environment for business. Once again, the time has come for FM to take the opportunity and rise to the challenge.

The papers presented in this volume, reflect the work that is being carried out by researchers across Europe, usually in collaboration with partners in FM practice, to address some of the key issues emerging in the field. The papers are organised into the main themes of the call, including added value, FM innovation and sustainability in FM, and represent the further contributions to the three working groups in the EuroFM research network.

Once again this year, the number of abstracts and papers submitted to the Research Symposium has increased, reinforcing EuroFM’s position as a leading organisation for the presentation and discussion of cutting edge research to a global audience. For the third time, research workshops, hosted by Sheffield Business School, have been organised to provide a broader opportunity for academics and postgraduate students to participate.

EuroFM continue to strive for world-class standards of research quality and is indebted for the support of an internationally recognised team of scientific reviewers. EuroFM aims to be the authoritative voice for FM knowledge in Europe, and to make this openly accessible for application in education and practice.

We thank all of the reviewers and organisers of this the 14th EuroFM Research Symposium for their tremendous effort and wish you all a successful gathering.

Ron van de Weerd  
Chairman EuroFM

Prof Keith Alexander
Introduction
‘FM is dead, long live FM’
People make Facilities Management

Keith Alexander
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Manchester, UK

The stimulus for the overall theme of the call for papers, the EuroFM Research Symposium and the one-day workshop came directly from the development of the host City brand – ‘People make Glasgow’. More than 1500 people responded to an international crowdsourcing exercise, answering the question ‘What makes Glasgow a great city?’ Their answers were used to shape the new identity, which is being used to promote the city internationally. The programme also draws on the Glasgow branding approach to promote the identity, using social media streams to create a conversation wall, gaming and participatory approaches to engaging people.

The overall theme - ‘People makes FM’ - resonates with this approach and responds to suggestions of the imminent demise of Facilities Management, to be replaced by automated building systems and information systems and, ultimately robotics (PFM). Notwithstanding Stephen Hawkin’s view that artificial intelligence is a threat to the human race, Oxford scholars (Frey and Osborne, 2013) predict that computerisation and robots will replace professional roles as currently defined. Unless we can nurture creativity and innovation amongst future facilities managers they, like other professionals, will disappear.

In setting the call for papers for the latest edition of EuroFM Research Papers, the Research Network were particularly interested in research that focuses on people in FM - as users, managers and service providers, as co-creators of value and as actors in social processes. The majority of papers submitted, and those subsequently accepted, are drawn from within and beyond the EuroFM membership and address people issues from these different perspectives. The papers use a range of research approaches and methods appropriate to a socially constructed perspective of facilities management. The response encourages the view that there is a growing understanding of the need to explore such a perspective.

The papers that comprise the section on ‘people make FM’ raise socio-cultural issues that arise from research that focuses on users, the relationships amongst key stakeholders and the creation of service partnerships between clients and service providers.

The papers represent a challenge to more conventional views of ‘facility’ management, as a built environment discipline, still centred on managing the performance of physical assets, in order to contain costs and reduce energy consumption. The limitations of this approach have been widely rehearsed in the literature and continues to threaten future recognition of potential contribution of facilities management.

The papers report on research with a focus on social processes of communication and learning, hospitality and heath. The development of these processes should lead in the education and professional development of future facilities managers as business leaders.

Two new EuroFM research projects are briefly introduced in the volume. Researchers collaborating in the FM service excellence project will present the findings of an exploratory project. The lead paper by Price et al ‘People make, and patterns break, FM’, provides the theoretical background to the project. Innovative approach to sharing the early findings and
engaging the audience through an interactive snakes and ladders game, a role playing hypothetical and a client case study.

The second project continues work in the Nordic countries on retrofitting European University Campuses and addresses the question of how FM can strategically manage campus resources as spatial, social and virtual infrastructures?

The volume is organised in five sections:

- People make FM includes including chapters on communications and learning and hospitality and health and chapters that introduce educational and professional development issues.
- A further section of development papers, provides an opportunity to consider and discuss work in progress and for young researchers to present their formative ideas.
- Other sections of EuroFM Research Papers 2105 presents progress in advancing knowledge in three established working groups – Added value of FM (WG1), Sustainability in FM (WG2) and FM innovation (WG3).
- Jensen and van der Voordt (2015a) continue to drive the added value group with an emphasis on the ways in which FM and property management processes support business needs. A separate EuroFM publication (2015b) provides a critical review of published work over the past five years including the three most recent symposia.
- Having now taken over responsibility for leading the sustainability in FM group, Junghans introduces the current work with a primary focus on energy. Vega has provided the lead for a new project, entitled SUSFM, which addresses broader social and economic issues, albeit with the focus still on the performance of buildings.
- Mobach leads the FM innovation group which reports on progress in a second paper setting out the research issues identified in previous workshops (Mobach et al, 2015).

This volume is the first of the open access publications and heralds a new era for EuroFM. Providing free access to the output of research collaboration amongst the European network promises to open new opportunities for engagement with practice, education and communities to strengthen its quality and relevance.

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