Joint Ventures In Healthcare
Facilities managers must seek new forms of collaboration
by Margot van Leijen and Julian van Stratum

The healthcare sector is faced by major challenges: new forms of collaboration are required to ensure that healthcare as we know it continues to be affordable, both now and in the future. One of these forms of partnership is the joint venture, of which several interesting examples have already been put into practice.

Joint ventures are becoming increasingly popular in the healthcare sector compared to other forms of collaboration. This type of partnership can make a positive contribution to the sector's ambitious goals.

Changing healthcare market
Over the past few years the Dutch healthcare market has been undergoing major changes - and will continue to do so over the coming years. There is increasing regulation in the area of professionalism and a move to output-oriented financing. There is also a rising demand for healthcare on account of the aging population: an increase of 40% in 2015 compared to 2000. In addition, there is a shortage of healthcare workers and increasing pressure on costs. These inescapable challenges demand that healthcare institutions take a strategic view of the future, one in which none of today's sacred cows are off limits.

Emergence of new forms of collaboration
These changes mean that the healthcare sector is being increasingly faced by challenges which it cannot solve on its own in the time available and with the resources at its disposal. Since the solution cannot be found in their own organisations, healthcare institutions are increasingly looking to establish collaborative partnerships.

This collaboration might focus on exchanging knowledge and experience, or on jointly developing new products or services - a strategic partnership. In all cases, the collaboration is aimed at a more efficient / more effective delivery of services. It is therefore not surprising that there is a tendency towards concentration in the form of horizontal collaboration - the sharing of knowledge and expertise - and vertical collaboration - specialisation - among healthcare institutions. In addition, the corporate sector is being considered more frequently as a strategic partner in the drive for cost savings and increased professionalism.

The facilities manager in healthcare
The goal of the facilities manager in the healthcare sector is to provide the best possible support for the primary care processes. The changes in the healthcare sector also mean that the requirements placed on this support are changing. Clients/patients have become customers with the freedom to choose which healthcare institution they go to. These market forces mean that, from a strategic perspective, it is increasingly important for healthcare institutions to distinguish themselves from their competitors - and the FM organisation has an important role to play in this. These new customers need to feel valued and welcome; the customer experience has become a major new dimension in healthcare, starting at the moment of admission to the institution and then being reflected in both the healthcare activities and the care support activities. In addition, healthcare tasks are being increasingly split, with new healthcare activities being transferred to the support organisation, e.g. household tasks not directly related to medical activities which in the past were performed by the nursing staff. This means that the FM organisation is responsible for an increasing number of healthcare support activities, allowing the nursing staff to concentrate on the patient-related tasks for which they were actually trained.

Opting for a (facilities management) joint venture?
In today's market, alongside the choice between performing activities in-house and outsourcing them, there is now a third option: co-sourcing in the form of a joint venture is definitely a legitimate choice. Many healthcare institutions are not yet ready to outsource their healthcare support and facilities management to a specialist.

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company. Since they do not have the expertise in-house to achieve their goals, but also do not wish to give up control, a joint venture is a good alternative. It is therefore not surprising that healthcare institutions are increasingly opting for this form of collaboration. Selecting the right partner is obviously of primary importance.

In many cases, the healthcare institution will have a majority shareholding and transfer part of its organisation to the joint venture. The other partner will contribute expertise and personnel to help achieve the goals of the joint venture. This brings into being a new company combining the best of both worlds: knowledge of the organisation, the primary process of the healthcare institution and demonstrable expertise derived from the market.

For the staff employed by the joint venture there are more opportunities for development, because the joint venture has two parent companies. There are also positive side effects, such as increased employee motivation. This reinforces the benefits of collaboration and makes the healthcare sector a more attractive area to work in.

Advantages of entering into a joint venture:
- The interests of the partners are put on an equal footing
- Under certain conditions, personnel costs are exempt from VAT
- Cost savings can be achieved through joint ventures
- Complete transparency in costs
- The partners can jointly develop new services / products
- The healthcare institution’s knowledge is combined with expertise from the market
- Trained personnel support is available from the market partner
- Disadvantages of entering into a joint venture:
- Setting up a joint venture is an intensive process
- Cultural change is often inevitable
- Potential unrest among staff during implementation
- All internal costs are incurred within the joint venture
- The joint venture will itself have to pay corporation tax

Step-by-step plan
When creating a joint venture, it is important to go through a number of steps very carefully. Once the process has put into motion, you do not want to find out that you have selected the wrong partner or that there appears to be a conflict of interests. Broadly speaking, this involves four key steps:
- Good fit. In this step, you examine whether you and your potential partner are a good fit. Are the two companies suited to each other?
- Are the core values of the two organisations compatible? Are the two organisations willing to work together on an equal basis? Can the organisations produce added value together, and do they complement each other well? If this investigation shows that there is a good basis for collaboration, a Memorandum of Understanding will be drawn up.
- Drafting of the business plan. Using a project-based approach, work is carried out jointly at various levels to produce a business plan and engender mutual trust. This leads to a greater level of support for the process in the two organisations and results in a business plan of a higher quality; this joint approach also makes implementation easier in a subsequent phase. The business plan includes the following elements: collaboration, strategy and marketing, management and organisation, economic aspects, legal aspects, the transition plan and the implementation plan.
- Execution of the transition plan. This covers all the activities which must be carried out before the launch of the new company, in order to make the start of the joint venture as easy as possible.

A practical example
To guarantee that everyone in the Netherlands can continue to benefit from the Dutch healthcare system, in both the short and long term, now is the time to prepare the sector for the future. Sharing knowledge and experience forms an important part of an effective, flexible and future-proof management approach. Everyone is busy reinventing the wheel when there are already countless opportunities for working more efficiently: examples include collaboration agreements, networking, main contracting, franchising, as well as forms of partnership which are currently rarely seen in the sector. The facilities management joint venture between the Koraal Group (a organisation for disabled people with various locations in Limburg and North Brabant) and Assist is an example in which FM knowledge is shared, with the collaboration having been on a formal basis since 2009. The joint venture is responsible for managing all FM services. Based on the findings of a “facilities scan”, the Board of Directors formulated the principles of the joint venture: the professionalisation of the FM organisation; optimum client participation and improvements in efficiency. Both parties strongly believe that client participation makes an indispensable contribution to the distinctive character and thus the competitive position of the Koraal Group.

The results of close collaboration
Thanks to the effect of market forces in the healthcare sector and the ever changing needs and desires of clients and staff, maximum flexibility is demanded of the FM organisation when it comes to developing new service concepts aimed at increasing the overall perception of quality. Interaction with staff, the image of the institution, the state of its buildings, the services it provides and the client’s sense of safety are all aspects that have a major impact on the client’s perception of quality.

The joint venture between Koraal Group and Assist has resulted in a form of organisation that offers the opportunity for creating the necessary flexibility in terms of the quality and capacity of people and resources, rather than an FM organisation that is primarily focused on cost management and “one size fits all”.

Margot van Leijen is a Commercial Manager Hago Healthcare, Julian van Stratum is Business Manager at Prisma Facility Management and a member of the FMI editorial staff.
Five-star facilities management
by Mariantonieta Lisena

Thirty-three thousand hotels with over a million rooms: statistics that highlight the importance of a more managerial approach to the sector. We talked to Alessandro Nucara, Vice Director of Federalberghi: "Fluctuations in demand have shown the need for greater flexibility. In many cases, managers are worried about losing control of their establishment: this is the area we need to work on in order to improve basic services when it comes to hospitality services and hotel functions".

In recent years, the Italian facilities management industry has turned its attention to fledgling sectors of the industry previously (and wrongly) considered as unsuitable targets. The hotel business is one such sector. To find out whether it has what it takes to become a new growth area for the property and facilities management market, we interviewed the Vice Director of Federalberghi, Alessandro Nucara.

How big is the sector?
In Italy there are about 33,000 hotels, that's more than one million rooms. The average business is a three-star hotel employing just under ten staff. On average, the gross occupation rate is just over 40%. The large hotel chains hold an important share of the market, although not just in terms of quantity. They represent 3.8% of the total, covering 10% of the hotel rooms available in Italy.

This is a sector known for fluctuations in demand, caused by many things, some of which are predictable (seasonal), while others are less obvious. There are three absolute musts for any hotel: flexibility, reactivity and the ability to adapt.

How is a hotel organised, internally?
The business revolves around the function of hospitality: a long, complex process that starts with the search for guests, then welcoming them on arrival, and providing them with accommodation. The process only ends after the guest has vacated the room. Hospitality is the most delicate area, and is the core business of any hotel proprietor. The head of guest services is often a key figure in a typical hotel organisation.

All the aspects of room preparation and condition are also vital: it’s not just about cleaning. Responsibility for preparing the room belongs to the Head Concierge who often reports to the Front Office manager, or in very large hotels there is another level of responsibility: the Room Division Manager.

Food and catering is also very close to the core business, as is table or bar service. Each of these areas has its own manager, especially in larger establishments. All the people I listed above report to the Director, whose job it is to coordinate all the various activities.

Which hotel services are outsourced most frequently?
Usually three: cleaning, laundry and maintenance. In small or medium hotels in particular, maintenance is always entrusted to external providers, mainly from the local area. Laundry services are almost always outsourced, and in many cases are now replaced by laundry hire.

The outsourcing of cleaning services, however, has only really taken off relatively recently. Why is that?
These services are very close to a hotel’s core business, and in the past, hotels outsourcing this area were sometimes seen as doing the work of an employment agency, in other words it was rather irregular. Thanks to changes in the laws on contracts in recent years, this market is now beginning to open up. However, there are still some factors that are slowing down the widespread externalisation of this service.

The decision to use external cleaning firms is often strongly opposed by the unions, who are fighting hard to ensure that the independent cleaning firms working in hotels are employed under the terms of tourism contracts.

Many hotels also fear that an external cleaning service cannot always guarantee suitably-trained staff, and because cleaning is such an integral part of the hospitality function, it plays a particularly important role.

Is this a common concern?
Yes. Many people believe that external cleaners won’t be able to guarantee acceptable standards of quality, especially when it comes to the more visible services that guests come directly into contact with. We also need to remember that in the hotel industry, poor cleaning immediately has a negative impact on business: guests only stay for a few days, and if during that short time they see that cleanliness is lacking, or are inconvenienced by faulty installations, they’ll most probably decide not to go back to that hotel and will discourage their friends from doing so. This is why there’s very little room for error in hotel cleaning services.

In your opinion, are there any areas in a hotel that are too delicate to be outsourced?
In theory, no. There are even examples of this in the hospitality sector, although in reality they are internal contracts executed by large groups. Sales activities are also widely outsourced to firms mainly operating via the internet. Inside a hotel there are also many "extras", such as gyms, congress rooms and wellness centres, and I can’t see any problem with outsourcing those types of facility. But the problem is a wider one.

In what sense?
It has to do with loss of control, which is one of the great fears that facility management will have to debunk before it can establish itself fully in this market. The idea of entrusting lots of activities to a single outsourcer, for example, is seen as risky because proprietors think they’ll be held hostage and that their profits will go elsewhere, while they’ll still bear all the risks, instead of it being the other way around. Partly, it’s also a cultural issue: hotel proprietors are used to diversifying their clientele because relying heavily on just one area of the market can be dangerous.

I think this mentality also comes into play with suppliers, which is why people don’t tend to entrust everything to just one provider. They prefer to follow a different route: if they work well with the supplier of one service, and a solid client relationship has been built up over time, then they might consider outsourcing another service, or maybe more than one.

Where does all this diffidence come from?
Italian hotels are used to dealing with contracts, but not in large quantities. We had tangible evidence of this when we took a look at the contracts entered into with external suppliers.

Most of them contained enormous loopholes, and I have to say that ultimately, it was the client who ended up losing out because of that.

To get around that problem, as an industry association we have decided to draw up a set of “standard terms” for outsourcing. Obviously, it’s not a standard document that can be applied as it stands to every type of hotel. It is however a model that those approaching facility management for the first time should use as a reference. Our aim is to make sure that when hotels look for external suppliers they can do so with confidence, knowing exactly what importance, effect and weight their decisions about the contract will have.

Are there any other obstacles to the outsourcing of FM services in the hotel industry?
As far as facilities management is concerned, the hotel sector represents a very complex type of demand. Looking at the issue in terms of manageable size, there are few establishments large enough to incorporate 200 or 300 rooms on the same site. The large hotel chains could perhaps have a large enough surface area to make FM services worthwhile. However, we then come up against the issue of fragmentation, because the various hotels are relatively small in size, scattered all over Italy, and each one has its own needs.
EDUCATION

Winner of EuroFM Student Award
Kris Scheeres

Shared Service Centrums

Like most companies Shell devoted a lot of time in finding ways to reduce their operational costs. The management philosophy, ESSA is an excellent example of cutting cost as well as improving the product or service. ESSA contains the following elements: Eliminate, Simplify, Standardise and Automate.

Based on these aspects one can look at the possibility of reducing costs, optimizing efficiency and maintaining high quality by centralizing a number of services. The question is if it is possible to create a SSC for the Soft Services. This will include kitchens, mailrooms and helpdesks. By doing this one can eliminate costs by reducing the square meters, the employees and optimizing efficiency. It should also lead to standardised procedures at all the locations. However it is essential to keep at the Health, Safety, Security and Environment (HSSE) rules in mind during this process.

The idea behind a SSC would be to improve your productivity and reducing the costs. The main savings of SSC are the contracts with suppliers. Because Shell already has competitive deals with their suppliers the focus was moved to the square meters and employees versus the transport and investment costs. In the table one can see the different elements that will have an influence on the costs and the ways in which they are linked to one another. It is clear that there is a narrow relationship between the distance and the transport and between the equipment used and the number of employees. It is therefore essential to look at the current locations, because if they cannot be used for a different purpose the saving would be minimal.

Linking elements

In the report it became clear that transport costs are quite high and that it will increase the amount of CO2 emission. The investment of a SSC will also have an impact on the long-term flexibility of Shell. Therefore the advice was not to centralize the kitchens and the mailroom, but to look at suppliers that are able to deliver similar products or services.

It became clear that there would be a potential saving that is worth while by centralizing the helpdesk. A saving would be possible because only the information will have to be transported and that technology enables us to do this fast and cheap. The main reason the helpdesk would save money is because the current held desk can be used as offices where a kitchen has to be reconstructed into offices. The SSC of a helpdesk would not only eliminate costs but it will also simplify and standardize the services and products.

Is SSC still an option? In the end it was clear that SSC does not guarantee a saving. However in some aspects you can simplify and standardize the products and services. By doing this the quality of the products and services might improve. It can also have environmental advantage or disadvantage. Shell strives to be more sustainable but suitability might have a different priority in a different company. The current market has a number of suppliers that are able to deliver similar products which will have no effect on your company's flexibility. Therefore we can conclude that it depends on the products and services but also on the company and its strategy.

In May 2010 I was chosen as European Facility Management student of the year. I was born and raised in South Africa. In 2006 I started my studies in Facility Management at the NHTV-Breda University of applied sciences. During my education I had the opportunity to go on an exchange programme to Kufstein, Tirol. On my return I worked on a project strategy and communication for Erasmus MC. During this project I gained insight in the current free market system of the hospitals in the Netherlands and the role of the facility manager. In my gradation year I did my internship for Shell international working with Eurest Services. The project at Shell was a great challenge. I learned a lot about facility management and a lot about myself. I am not sure what the future might bring but I am looking forward to new challenges and new learning experiences.

Figure 1 elements of the SSC

Winner of EuroFM Poster Competition
Sanne Ouwendijk

For my graduation project I did research on the influence of soft influence factors on the client satisfaction of end-users of the facility services. By soft influence factors, I mean the intangible factors of the facility services, like for instance smell, colour, light or sound. I did my research for one part at Schiphol Airport. There, I did research on the influence of word of mouth communication and two different kinds of smells. One of the results was that by implementing more word of mouth communication and implementing a fresh air, the client satisfaction of the end-users was raised, without cleaning more.

Optimizing the ratio between facility costs and client satisfaction

Introduction

There are a lot of complaints are coming out client satisfaction surveys and service level audits. Managers sometimes speculate that the client satisfaction is driven by the hard aspects, such as functionality, environment, price and the service level agreements, and that the soft aspects, such as intangible factors, are not that important. As a result managers try to optimize the hard aspects of the services. Managers are often wrong, because the customer satisfaction is not determined by the hard aspects alone but also by the soft influence factors. The experience of the customer is a personal and unique experience. 

Methods

During the research, we designed the questionnaire. The questionnaire contains soft influence factors such as the smell of the facilities, the color of the walls, the sound of the building etc. The questionnaire contains two parts. In the first part the respondents were asked to rate their satisfaction with the facility services. In the second part the respondents were asked to rate the soft influence factors.

Results

The results of the questionnaire were analyzed. The results show that the soft influence factors have a significant influence on the client satisfaction. The influence factors are different for every customer. Therefore it is important to have a clear picture of the influence factors and the customer satisfaction.
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NEW LOGO, NEW WEBSITE, NEW BENEFITS
Facilities management in companies and the master service catalogue as a tool to achieve a positive user experience

by Mauro Sérgio Kyriazi Campos

This paper analyzes Facilities Management in companies and the benefits of using a Master Service Catalogue as a tool to achieve a positive user experience. Cross-functional collaboration between Facilities Management, Finance and Purchasing is proposed, with operational optimization being achievable by clarifying responsibilities and expectations with the help of the Service Catalogue.

Facilities Management is an interdisciplinary field devoted to the creation, maintenance and care of a company’s sites, buildings and equipment. In industry, Facilities Management performs these duties during the total life-cycle of the assets, focusing on improving its support to core business elements; ensuring that the necessary information about the technical, operational and human requirements as well as the necessary services are supplied during the design and construction phases of sites and buildings. It aims to do this in a cost-effective manner, compliant with regulations and stakeholder satisfaction.

The methodology applied is to organize the services provided by the Facilities Management Department under a unique Service Catalogue and to highlight the main aspects that it contains. There should be a list of topics detailed with the respective activity performed to comply with departmental requirements. The Catalogue should then be reviewed by an external partner to challenge or point out missing aspects or incorrect classifications.

The present paper refers to a specific case but can be modified or adapted by Facilities Managers for their respective organization. Communication is an indispensable tool for every Facilities Manager. This paper will provide a framework to help Facilities Managers communicate better. It is always better if the job can be organized first and the expectations of the stakeholders aligned with the mission, vision and values of the Facilities Management Department. The Master Service Catalogue is one of the starting points to better organize the job and to help Facilities Managers in their day-to-day routine.

1. Introduction - Facilities Management in Companies

Buildings exist because of people, users or customers. The building should be organized to provide basic conditions so that users can perform their daily functions. Some of these requirements, according to ISO 6241, are:

- Security
- Structural requisites
- Fire prevention
- Usability
- Habitability
- Air and water tightness

To meet these requirements, the Facilities Management Department (FACM) must take part in the conceptual design of the building, construction phase and the following operational phase, until the building is decommissioned (i.e. the life cycle of the facility). FACM must implement a system that ensures the completion of routine work, corrective calls, preventive maintenance, as well as a full range of services.

This paper emphasizes that proper implementation of Service Catalogues can go further, helping FACM run as a business through improved communication, easier access to FACM services, and a process of continuous improvement. This paper highlights an example of a successful Service Catalogue implementation and illustrates the benefits that the use of Service Catalogues can have on the users’ experience.

1.1 Improved communication in Facilities Management

In many large organizations, the role of FACM function is poorly communicated and hence misunderstood. FACM departments often view business users as overly demanding, while users perceive FACM as reactive and defensive. Making the experience more positive for users demands better communication. To better communicate one must first understand how communication takes place in FACM because there is a direct relationship between communication and user satisfaction.

Kokuryo (1997) categorizes the communication between seller (S) and customer (C) into three types (Fig 1-2):

- **One way S-to-C**: one-way from seller to customer - providing product features and availability
- **Interactive S-to-C**: interaction between seller and customer - helpdesks, and customer service
- **Interactive C-to-C**: interaction among customers - forums on the Internet can affect reputation

In this paper we focus on how the Service Catalogue can achieve one-way S-to-C communication.

2. Master Service Catalogue

The introduction of a customer call centre to help users in case of technical problems, spillages/cleaning issues, etc. is a simple matter but is perceived as reactive behaviour, and does not create customer confidence.

Another option is to perform routine preventive maintenance tasks, as well as enabling users to communicate any requirements that have not been addressed as part of the routine maintenance schedule. This, however, will not be sufficient to satisfy users whose expectation is for a fully operational building at all times. To achieve this state of “user experience” means creating a Service Catalogue clearly stating what services are covered by FACM and can be demanded by the company and users. The master catalogue is the basis for measuring departmental performance and to be able to organize the activities listed. The master catalogue will also provide a basis for improvements, since, in case of any requirement for new tasks to be carried out by the company, it can be decided if these are the responsibility of the Facilities Management Department or not.

Figure 1 shows that the Service Catalogue is part of a system that will manage the facilities and move it to a higher service level. The Service Catalogue in a company can be a tool to help distinguish between various responsibilities in business areas. It can be said that at company level, an issue is often not readily dealt with because there are no clearly defined accountabilities. On more than one...
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occasion someone has come to FACM asking, “I don’t know if this is your job but maybe you can help me...” Is this a lack of communication from the management to its employees or a case of ill-defined responsibilities? Maybe both.

Figure 1 - Service Catalogue - Service Level Management approach for the delivery of Facility Services

When a company wants to improve communication and provide everyone with a better workplace it is very important to first carry out a good survey of the needs and demands in order to obtain a clear catalogue of services. In Facilities Management, where everything is geared to the demands of users, it is imperative to accurately determine which activities they are responsible for so that the company can make the necessary tools available.

It is necessary to involve all company departments for the purpose of creating a Service Catalogue. At this inter-departmental meeting, the representatives of each department can voice their expectations. The expectations of users can be grouped into, e.g.: Quality, Time, Quantity, Scope, Value, etc.

Representatives should present evidence of gaps in the company at that time. It would be the ideal opportunity to say where the presence of the Facilities Management Department would be required. It would also be the time to discuss requirements with the HR department, benefits offered by the company (and managed by the Facilities Management Department) and services offered by the Facilities Management Department. This is of utmost importance as the benefits offered by the company should include clear policies defined by the steering committee and must be managed, where appropriate, by the Facilities Management Department. Moreover, services that should be developed by the Facilities Management Department are those that meet the demands of the company classified into four areas: Real Estate, Site Maintenance, Site Development and Workplace. Each company may adopt other divisions, but without losing sight of the three core areas: People, Property and Information.

That’s because the Facilities Management Department always meets people through their processes. An example of a real Service Catalogue is provided here to show a possible format and range of coverage.

Facilities Managers should build close relations with the Purchasing Department of the company. Purchasing policies that allow the Facilities Management Department to buy goods and services should be devised following established criteria. It should be clearly defined as to what percentage of the purchases must be made by the Purchasing Department. This also involves contracts where the value of the contract period exceeds the established limit, Cotts (1998).

To put together a Service Catalogue, one method that can be used is to critically analyze several areas of the Facilities Management Department in the company, trying to group these into different areas, where possible. Then describe these activities in terms of a few basic features such as whether the level of responsibility is local, regional or global. Some activities may not be local. A Service Catalogue can help users with their service requests in an integrated manner and customer service and quality measurements can allow the creation of a Service Level Expectation (SLE), which unlike a SLA (Service Level Agreement) is based on average values that change with time and the growing complexity of the company. The SLA is based on metrics agreed in a meeting but not taking into account everyday reality. A Service Catalogue based on a changeable reality can be used to generate statistics and provide a snapshot of the department’s performance.

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3. User experience in Facilities Management

How to meet user expectations? Perhaps only through knowledge of their expectations and by providing services that precisely meet those expectations! To get this valuable information, the Facilities Manager must better communicate, inform and keep the users updated on their expectations.

According to Barrett (1995), there is no objective measurement of a professional service, i.e. it is the users that define whether a service is good or not. The same is thus true for the services provided by the Facilities Management Department, which are evaluated by users according to what they perceive.

4. Conclusions - The benefits of a Service Catalogue

The mandate of a Facilities Manager is nowadays very wide-ranging and is understood by modern companies as strategic for the success and deployment of the core business. Every company wants to manage its assets in a cost effective manner and wants to retain its human resources by providing a better workplace environment than that of the competition. FACM can use the Master Service Catalogue to match many of the benefits listed below and to cooperate in achieving the strategic goals of the enterprise. FACM can benefit the company economically because users can deliver more if they feel that the building is working with them and not against them.

Service catalogues deliver the following tangible and intangible benefits:
1. Reduced call volumes improve client service and satisfaction
2. Reduced demands on departmental staff
3. Reduced routine workload that allows staff to focus on high-value strategic initiatives
4. Automated tracking and documentation
5. Fulfilment of compliance requirements and ensuring process consistency
6. Online forms, knowledge bases and FAQs provide employees with up-to-date information and reduce paper, printing and distribution costs
7. Centralized electronic access to forms, procedures, and information contribute to achieving business alignment objectives
8. Complete, accessible information enables employees to make informed decisions and enhances job satisfaction
9. Service Catalogue metrics can pinpoint gaps in processes or documentation, highlighting additional opportunities for operational improvement
10. Service Catalogues integrated with an existing helpdesk system improve accuracy and efficiency, and increase ROI for system investments

References

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Do you have further questions?
Please contact
Stephanie Rodowski (Project Manager)
Phone: +49/2 11/96 86–37 56
stephanie.rodowski@informa.com

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The first renovation project to be certified by the German Sustainable Building Council (DGNB) is a very special property for its owners and developers, Polis Immobilien. CFO Matthias von Bodecker accepted the silver award in June 2009 for the Cologne office complex at 41-45 Konrad-Adenauer-Ufer and emphasised: "Environmental awareness, renewable energy and sustainability are trends that are now firmly established in the real estate sector and which play an important role here at Polis." In addition to its contribution to protecting the environment, the company also wants to "strengthen its position when it comes to competing for tenants and investors."

**Sustainable criteria for renovation**

Polis acquired the former Bayer building in 2007. In conjunction with the Hamburg architect Martin Hecht, it then embarked on a radical renovation of the property in accordance with the criteria and requirements of sustainable construction. A further two floors were also added to the existing five floors of this building on the banks of the Rhine. The façades have been completely renovated, equipped with thermal insulation and fitted out with window systems with protection against noise and heat. The perforated façade grid retains its original shape, but the windows have been enlarged and are now broken up only by small concrete pillars. External solar protection, insulation and class 4 noise reducing glass help the façade play an integral role in maintaining the property’s standards of energy efficiency and comfort.

**Existing floors gutted**

The stylish foyer on the ground floor greets visitors with an elegant and timeless welcome. The office space is reached via the new lifts or the oval 50s style staircase. All the existing floors were gutted and completely refurbished to provide the now standard flexible choice between open-plan and cubicle-style offices.

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**41-45 Konrad-Adenauer-Ufer**

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<thead>
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<tr>
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<td>1953 / 2008-2009 (renovation)</td>
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</tr>
<tr>
<td>Architect:</td>
<td>Architektur Martin Hecht</td>
</tr>
<tr>
<td>Gross floor area:</td>
<td>8,337 m²</td>
</tr>
<tr>
<td>Floors:</td>
<td>7 (including 2 newly constructed)</td>
</tr>
<tr>
<td>Parking spaces:</td>
<td>53, 30 in the underground car park and 23 in the courtyard</td>
</tr>
<tr>
<td>Heat supply:</td>
<td>Geothermal energy</td>
</tr>
<tr>
<td>DGNB pre-certification:</td>
<td>Silver</td>
</tr>
<tr>
<td>DGNB auditor:</td>
<td>Prof. Alexander Rudolphi, GFÖB (Society for Sustainable Building Technology Berlin)</td>
</tr>
<tr>
<td>DGNB evaluation:</td>
<td></td>
</tr>
<tr>
<td>Ecological quality:</td>
<td>1.56</td>
</tr>
<tr>
<td>Economic quality:</td>
<td>1.33</td>
</tr>
<tr>
<td>Sociocultural and functional quality:</td>
<td>3.22</td>
</tr>
<tr>
<td>Technical quality:</td>
<td>1.63</td>
</tr>
<tr>
<td>Process quality:</td>
<td>2.42</td>
</tr>
<tr>
<td>Site evaluation:</td>
<td>2.67</td>
</tr>
<tr>
<td>Property evaluation:</td>
<td>1.83</td>
</tr>
</tbody>
</table>

For the offices, architect Martin Hecht has cleverly integrated the original façade grid into the new spatial design. On all the floors, the individual or group offices have a façade with a large 1.47 metre grid and are equipped with floor to ceiling double-glazed aluminium / wood windows, some of which can be opened. All the office partitions and corridor walls are made of plasterboard, so that the office space can be adapted to different requirements at any time. A building automation system has been installed for the technical infrastructure. The building control system is so flexible that it can respond to exactly how the individual user wishes to divide the space: individual offices, combined offices or an open-plan office space.

**Responding to new technology**

Special emphasis was also placed on providing effective, energy-saving lighting in the office space. Standard lamps are used for direct / indirect lighting to supplement the high levels of natural light ingress. "The advantage of standard lamps is that users can respond flexibly to the various workspace layouts. In addition, future innovations in the field of lighting technology can be easily incorporated," says architect Martin Hecht. All the prerequisites for the individual installation of IT networks are also in place: a CAT-7 star network has been provided, and each rental unit has its own cooled server room. The server rooms are located directly next to the central access shaft on each floor. "In this way, all the rental spaces can be connected to each other individually and flexibly as networks," explains Hecht.

**Sustainable building materials and geothermal energy**

The environmentally-friendly nature of the project can also be seen, for example, in the use of sustainable building materials. The materials used were selected after close consultation between the architect and the Society for Sustainable Building Technology Berlin (GFÖB), and checked for environmental criteria before being approved. In addition, the use of a geothermal system should take care of all the heating and cooling requirements. "This results in a significant cost benefit compared to similar properties," maintains Hecht. "For the building's air conditioning we deliberately opted for dry cooling, as this maximises the efficiency of the heat pump, as there is no great difference between the flow and return temperatures," says Martin Hecht. A central ventilation unit with energy recovery is used in the sanitary facilities, while certain areas - for example, the ground floor - also have an additional air conditioning system. Each rental space can be billed separately through the use of individual metering systems.

"Mixed" Facilities Management

To make sure that the tenants are also happy with the operation of the building, Polis provides a clearly structured facilities management. "Facilities management is one of our core competencies," stresses Thomas Wiechmann, Head of Technical Property Management at Polis AG, "since this is the only way in which we can monitor at all times whether our properties are maintaining or increasing
In the office spaces, users can allow fresh air in through the windows. If heating or cooling is required, air that has been heated or cooled by the geothermal system can be introduced via the vents in front of the windows. Photo: Ralf Lang
Experience with the sales of facility management services in Eastern Europe

by Tomáš Polák

The Czech company OKIN GROUP, a.s., operating in the market since 1993, aims to provide services in markets across Central and Eastern Europe. It has subsidiaries in the Slovak Republic, Bulgaria, Russia, Ukraine and Sweden. Further expansion is planned in Hungary, Serbia, Poland, Belarus and other countries. In all countries it offers and provides integrated facility management services (technical maintenance and administration, cleaning, landscaping, reception, security, energy management, fire safety, H+S and many other support services). In this article we shall focus only on three countries, namely Russia, Ukraine and Bulgaria. We will compare and contrast with the market in the Czech Republic, and the situation in Western Europe.

What do the FM markets in these countries have in common?

- Significant level of interrelationship between politics and the economy
- The presence of only a few internationally competing FM service providers
- Lack of knowledge of facility management, often only a basic knowledge of the importance of outsourcing
- Generally underdeveloped services segment, and therefore also FM services
- Poor transport infrastructure, long distances between major cities
- In general, existing and quietly tolerated grey economy at local businesses

Highly centralised decision-making - fear by middle management of taking any decisions.

Before offering any services the market survey should be made. Potential customers can be divided into three specific groups in terms of any commercial approach to them. There are great differences primarily between state and quasi-state-owned companies, private local and international firms. We are currently only talking with local potential FM service customers. For international companies outsourcing, and hence FM, is the known and established model for service delivery.

Between the three countries there are huge differences, even at the absolute base level, in the size of the local market for FM services. The relevant figures are not available and we can only use for example, a comparison of the number of population. The whole of Bulgaria has 8 million inhabitants, against 15 million in Moscow alone. Here we see a significant difference in the opportunities for potential in the given territory. Other differences are language-related, but also in the designation of our business, i.e. terminology. Instead of “facility management” in different countries it is necessary to use terms such as "real estate management, building servicing, building administration, etc." In addition, the history of FM is not a long one and is, in comparison with the Czech Republic, about 10 years shorter. Integrated FM is unknown to local customers, which sometimes profit only to the outsourcing of one service. Cultural, social, and economic differences are also important. Among the factors influencing the speed of outsourcing of services we must include also legal norms, not only technical, but also in the field of human resources. Examples include trade union activity, collective agreements, notices of termination of employment, sometimes mandatory annual salary increases, takeover of employees, etc.

Bulgaria

This is the smallest market of all the countries in which our company operates. There is high concentration in the capital city of Sofia, then Varna and, partially, on the Black Sea coast. The environment for business is to a great extent closed only for local providers and customers. In the FM market there are only a few international companies and a few providers of medium-strong Bulgarian providers. Generally, services are not very well-developed. This gave our company a relatively clear indication that this market can be fairly addressed with our range of high-quality services. This assumption has not materialised however, and there was and still is a need to educate the market and contribute to a greater awareness of FM services among the professional public. It is a clear example of how a company offering FM services had to behave on the Czech market 10-15 years ago.

Ukraine

The space for business, i.e. the market for FM services, is significantly larger. As well as the size and population of the country, this is more than 45 million. The market is also concentrated in large cities such as Kiev, Kharkov, Donetsk, Dnepropetrovsk, Lvov, Odessa, etc. These locations are separated by long distances and the infrastructure is not prepared for fast connections. The interrelationship between politics and the economy is clear and explicit. The FM industry is “family-based” in terms of outsourcing services, e.g. cleaning is provided by family members or friends. It is very difficult for foreign companies to penetrate this community. The direction for politics and the economy as a whole was not clear until recently, and only since the spring of 2010 (the election) has the situation become stabilised. The first contact with potential customers must be made by Ukrainian sales people, and only then may foreigners (in our case Czechs) enter the negotiations. Customers usually want to know the price of the service at the first introductory meeting. This is, of course, impossible without knowledge of the client’s requirements and the facilities operated. The first sales contact cannot be made at middle management level, as decisions are made by “chiefs” who, the higher their position in the company, the more subordinates they have. This position would be significantly undermined if the same services were provided by an external company.

Russia

This is a huge area where there are three clear centres: Moscow, St. Petersburg and Yekaterinburg (Ural). The whole country, economy and politics have for many years shown a clear interrelationship (Putin and Medvedev). This has an effect on the development of business, and therefore also services including FM. Awareness of these services is higher than in other countries, and their use is more common. The market has a slightly larger number of international providers of FM services, and several very strong local players. All are represented in the three centres, but none of them cover the entire Russian Federation.

Finally, it can be said that business in the described territory is initially focused more generally on the promotion of the business as such, and raising awareness of facility management. Then follows an offering of one service, and only after a long period is it possible to negotiate the extension of the spectrum of services provided. The service as such is, thanks to this fact, more demanding with regard to the subsequent building of long-term relationship and trust between the provider and the customer.

Tomáš Polák
Strategic Business Director
OKIN GROUP, a. s.
Tel.: +420 234 707 999
Fax: +420 234 707 912
GSM: +420 602 526 882
Email: tomas.polak@okin.eu
http://www.okin.eu
Profile of EuroFM
Researcher of the Year

Name: Susanne Balslev Nielsen
Position: Associate Professor, MSc. PhD, Deputy at CFM
Institution/Organisation: Centre for Facilities Management (CFM)
Contact Details (optional): sbni@man.dtu.dk, +45 4525 1535, Produktionstorvet, Building 424, 2800 Lyngby, Denmark
Year of Award: 2010
Title of Research for Award: Facilities Management - When Sustainable Development is Core Business

Background and Experience:
I am a qualified civil engineer specializing in urban management. Since my graduation in 1993 I have worked with research and education on sustainable urban development. I completed my Ph.D. in 1998. At the Technical University of Denmark I have had the opportunity to work at 4 different Departments and with Danish as well as European partners, which is the experience that I bring to FM research and the European FM community. Since 2004 I have worked with FM, which makes me one of the pioneers in FM education and research in Denmark.

Current Projects:
As deputy of the Danish Centre for Facilities Management I have the role of managing our Researchers' Forum, which is a formalised meeting place for dialogue and networking for the researchers involved in the research projects. In the forum there are researchers as well as experienced FM practitioners helping us in exploring and understanding FM.

How did you get into the FM profession?
I first learned about FM when my department decided a new strategy where FM was the new topic for research and education.

What motivated you to get into FM research?
From an environmental perspective the use and operation of existing buildings is a very important phase in a building's lifetime, and this motivated me when I volunteered to start department activities in FM. Basically it is the interest in sustainability and the planning and management of facilities, that is the main driver of my work interest. And all kind of facilities for different purposes including public facilities like infrastructure etc.

Personal Interests and hobbies:
When I am not working, I spend time with my husband and our two boys (6 and 9 years old). I like small children, but this age is very enjoyable as parents, because they can do more themselves and because they are so eager to explore and learn. Beyond that, I also find time to work on a voluntary basis for the nature and the environment in my local community.

Future Plans:
To further develop the Centre for Facilities Management on a broader scale in the Nordic region with more extended FM and SFM research in cooperation within a growing environment and network of FM researchers and practitioners in the Nordic region and in Europe

Advice for FM Researchers/Research:
Obviously my advice is to focus on and be reflective about your research methodology and many types of research are needed. But also to use the opportunity as an independent researcher to challenge assumptions and conventional thinking within FM. As researchers we have the possibility to develop fundamental knowledge and practice long term thinking, where practitioners need to prioritize short term thinking, and this makes researchers an important source for innovation and sustainability in society.

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Premios Europeos ★ Prix européen ★ Europejskie Nagrody ★ Europan palkinnot ★ Ευρωπαϊκά Βραβεία

European FM Awards 2011

Entries are open for four categories
★ PARTNERS ACROSS BORDERS
★ EXCELLENCE IN SUSTAINABILITY
★ FM STUDENT OF THE YEAR
★ FM RESEARCHER OF THE YEAR

★ THE EUROPEAN FM AWARDS 2011 ARE NOW OPEN ★
If you are responsible for FM operations in continental Europe, or provide services across European national boundaries then go to www.eurofm.org to find out how to enter the European FM Awards. Closing date 11th March 2011.

Sponsored by facilitect
The need to align real estate with core business aims is a constant battle for FMs. Barry Varcoe’s in-depth research suggests that better communication is the key to better working.

Facilities management provides organisations with their physical working environments. In my 25 years’ experience as a practitioner within this discipline, I have found that one frustration and challenge stands out beyond all others: that is the struggle to align and make relevant what the workplace delivers for the business and its strategy.

To try and make life easier for myself (in the long term!) I undertook a doctorate research programme to find out what was underpinning this critical area of leadership responsibility. My initial review of the available literature indicated that FM is a very broad and complex field. It embraces a wide range of disciplines, including:

- Building economics
- Property asset management
- Building performance, including components and environmental impact
- Business support services
- Space use
- People performance, including productivity
- Cost
- Performance models, including quality

I discovered that many concepts and measures have been defined within each of these areas, and several standards, techniques and models have been developed to capture learning, provide consistency of approach and reappraise accountability.

But none are all embracing, nor tie together a cohesive view across the entire field. Few are founded upon a base of science, research, data and many require considerable resources in terms of time and money to implement. It is possible that the fractured nature of the industry as a whole has hindered the development of good practice in at least two ways:

- By keeping functional and discipline ‘silos’, which holds back the development of holistic models that are more aligned to the strategic management and customer perspective
- By fracturing feedback and learning ability

The field of FM is not yet supported by an adequate knowledge base and research. Bev Nutt and Peter McMullen have said: ‘Its knowledge base is at a primitive stage of development, its terrain largely unexplored’. As such, FM makes claims for itself that are for the most part untested - much of what is currently held as theory has little or no factual foundation.

There is also a fundamental weakness caused by the failure to address the interrelations between the many component variables of what is, in reality, a complex system. Bev Nutt once again agrees. He cites a lack of coherence within and between the supply and demand side of the industry and, most worrying of all, a lack of ‘intellectual coherence’ with the academic world.

The review of business management’s perspective of FM also drew some interesting conclusions. FM seemed to warrant a comparatively minor amount of content and significance. Most writers made no mention of them, even when they were discussing fundamental shifts in the nature of work.

Re-occurring themes

Where FM is mentioned, common themes can be identified:

- Consideration of them as an asset of production
- Their being an organisation enabling (or constraining) ‘place’
- Their potential to negatively impact job satisfaction through poor standards and quality
- Their role as a visual representation of the organisation’s image and culture

From these literature reviews it became clear that, for most businesses, the key consideration is how FM impacts on workforce satisfaction and therefore productivity.

MacGregor and Then (1999) summarise this as ‘management… [needing to] be driven by a clear motivation that balances:

- The demand to control costs
- The increasing need to provide workplaces that enhance productivity
- The provision of satisfaction to the workforce, individually and collectively

My research, however, led me seek evidence for the existence of this key relationship. Was it merely assumed that this was the way things worked, or were there any hard facts? I began to consider whether there was a correlation between the variables of FM cost performance, FM service quality, and consumer (facility user) satisfaction.

Measurement tools for each variable (including a consumer satisfaction survey) were designed, tested in a pilot study, and then deployed in 154 office facilities. The research, using various recognised statistical analyses, identified no meaningful correlations between these variables.

The findings of this research have potentially significant implications for the field of FM, in particular, for senior leaders responsible for its overall performance to the organisations it exists to support, as well as for academics. Diagnosing FM performance practices in the context of organisational priorities demonstrates the deficiencies of the discrete approach to facilities performance practice.

Lacking an integrated approach

When looking at FM with a view to identifying the discipline’s contribution to overall business aims, one quickly realises the inherent difficulties in analysing practices in isolation. The lack of an integrated approach between organisations and components, compounded by a lack of evidence of systemic and strong linkages within the discipline, both between aspects of facilities performance and with the organisational needs they seek to address.

Where connections exist, there is generally no evidence or understanding of defined cause and effect relationships. I believe, therefore, that facilities management is in a weak position to demonstrate its relevance and value to the organisation it supports. An exception to this rule is in the case of extremes of negative performance where catastrophic failure of the facilities will lead to similar failure or major disruption to the business of the enterprise.

The converse of this conclusion is that FM performance practice has significant scope for improvement, including in ways that will lead to benefit for the organisations it is supporting, by both:

- Establishing whether relationships exist between FM performance and organisational requirements
- Developing a performance model that provides an inter-related and complex, system-based measurement tool

The failure to find any meaningful correlations between the variables also calls into question FMs’ existence as a system, and thereby as a field that can systematically improve.

Furthermore, and perhaps just as worrying, is the initial absence of use measurement tools (before the successful field study at the financial services organisation) came up against considerable caution, and, at times, resistance, to the potential discovery of new knowledge by FM practitioners, who seemed almost instinctively wary of anything that risked a change in their current status quo.

If their reaction is representative of the field in general (which in my experience it probably is), then once again another serious impediment for the field of FM has been identified - that (regrettably) the majority of its practitioners are resistant to any advance away from their current domain of practice.

Taking positive steps

So what should we do? Perhaps a starting point would be to reach a consensus on the industry’s shortcomings, both from ‘our’ (industry) perspective as well as from that of the organisations we support. The hope would be that, having realised afresh and gained a consensus around the issues that affect our own ability to perform, we would quickly gain the motivation to do something about it.

This demand for new knowledge would then need a solution, which logically the academic world, in partnership with practice, would supply. To be successful it would need to be practical in its outlook and focused on the agenda at hand. There would need to be a collective passion for hard data, and lots of it.

For this to happen there needs to be a catalyst to start the process. Logically, this could be one of more of the established industry associations.

Alternatively, perhaps a new industry research foundation can be set up (even better if this is aligned to an eminent university with a strong brand).

Either way, it needs to take the lead in helping to set the agenda, rather than being a more passive clearinghouse or aggregator of others’ somewhat disconnected work.

Exploring the future

It is my hope that I will be able to make further contributions to the continuing discovery of new knowledge for FM in the future, especially working with others. These, alongside many others from fellow explorers (perhaps in the manner I have suggested) will help lead to an FM industry (in its broadest context) that will more successfully fulfil its potential from the perspective of the enterprise and individuals who consume its services and solutions.
EUROFM AWARDS 2011 - HOW TO ENTER

The Fifth European FM Awards will be held in 2011 and presented at the EFMC 2011 conference and exhibition in Vienna 23, 24, 25 May 2011 at the annual gala dinner. Entries are now invited for four categories:

- Partners Across Borders • Excellence in Sustainability
- European FM Student of the Year • European FM Researcher of the Year

Entries in all categories in the European FM Awards should demonstrate best practice and excellence in European facilities management. Entries should also be able to demonstrate the challenge for facilities management of the national, cultural, regulatory and language differences across the European region.

The language of these Awards is English, the common language of FM in Europe. Entrants should provide written material in English and be prepared to be inter-viewed in English.

**Partners Across Borders Award**

Providing facilities management services across European national boundaries presents challenges of different languages, cultures, currencies, regulations, etc. This Award will recognize excellence in delivering facilities management services to an organisation located in more than one European country demonstrated by:

- Partnership between a corporate client and service provider/s
- The achievement of the partnership towards agreed goals
- The innovation introduced to deliver facilities management consistently and effectively across European boundaries
- Entries should be submitted jointly by all partners

How to enter: provide a written description of not more than 1500 words describing the FM partnership. The entry can include photographs of the client site and relevant aspects of the services provided. The entry must be accompanied by a completed application form and emailed to eurofmaids@imlgroup.co.uk by 26th February 2011.

**Excellence in Sustainability**

Sustainability is a strategic priority with most providers and their clients and facilities management have a pivotal role to play in this area especially in the current economic climate across Europe to save costs but at the same time improve environmental brand. This Award will recognize excellence in delivering sustainability to an organisation located in more than one European country demonstrated by:

- Why embedding sustainability into organisational is important
- Annual CO2 savings
- Annual water savings
- How they replicated the programme across European boards
- How they used innovation in their sustainability programmes
- Employee’s
- Shareholders

How to enter: provide a written description of not more than 1500 words. The entry can include photographs and technical data. The entry must be accompanied by a completed application form and emailed to eurofmaids@imlgroup.co.uk by 26th February 2011.

**European FM Student of the Year Award:**

Today’s FM students in educational institutions across Europe are the future in European facilities management. This Award recognizes their technical knowledge, international perspective and personality. Entries are open to Bachelors and Masters students at the end of their studies or in employment in the year of their graduation, or graduate students, studying in educational institutions in member countries of EuroFM. No entrant should be more than 30 years of age. Entrants must be nominated by a member of EuroFM.

How to enter: provide a 1,500 words description of the student’s

- academic achievements including an academic study/essay of their choice,
- International experience - work experience, international research, languages skills
- understanding of European FM issues
- aspirations as a future FM professional

The entry must be accompanied by a completed application form and emailed to eurofmaids@imlgroup.co.uk by 26th February 2011.

Finalists will be invited to attend an interview with the judges. The travel costs of finalists to attend the interview will be paid for by EuroFM, together with free entry, two nights B&B accommodation and travel to attend EFMC2010. Finalists must attend the Gala Dinner at EFMC2011 in Vienna on 24th May 2011.

Prize: The winner of the European FM Student of the Year Award will win free room and board, travel expenses and entrance to IFMA World Workplace 2010 conference in the USA.

**European FM Researcher of the Year**

This award will recognize the value of research being undertaken across Europe. The research must address the EuroFM research agenda and contribute to its overall objectives to ‘advance knowledge in FM and promote its effective application in practice and education’. Entrants should be able to show that their research has a European perspective by using data from more than one country or that it has European applications. The research should show achievable results be innovative and robust in its research methods.

Entrants should be researchers at EuroFM member institutions, conducting research produced or sponsored by EuroFM and its corporate and institutional members, and be nominated by a department head or EuroFM national association member.

How to enter: Submit 1,500 word description of the research project with a completed application form and emailed to eurofmaids@imlgroup.co.uk by 26th February 2011

Postgraduate researchers that have submitted abstracts for the EFMC2011 research symposium will be automically considered for the award.

**Notes on the judging process for all categories:**

1. Entries to all categories must be in English and accompanied by the entry form, and sent to eurofmaids@imlgroup.co.uk.
2. Entrants are asked to register your interest in entering for an Award by emailing by Friday 12th February 2010. Entries close on 26th February 2011.
3. Three finalists will be selected for each category from among the entries received
4. The finalists in the European FM Student of the Year and European Researcher of the Year will be invited to attend an interview with the judges. (Only the travel costs of finalists in the European FM Student of Year category will be paid for by EuroFM.
5. Finalists in the Partners Across Borders category will be visited at their site by the team of judges who will inter view the partners.

Full information on how to enter is also posted on the website of EuroFM www.eurofm.org and on www.pfmmonthenet.net

**The Judges:**

Each category will be judged by a team of expert judges selected by EuroFM. The judges’ decisions are final.

**The Presentation:**

All finalists in the European FM Awards must attend the presentation dinner at EFMC2011 in Vienna on 24th May 2011.
Dear Members

It’s that time of year when organisations reflect on the previous 12 months and try to assess if they have been productive with the goals and objectives that were set at the beginning of their year.

EuroFM are no different with this type of reflection and during November we had our hand-over board meeting where we welcome in our new and say good bye to our outgoing board member’s who support your organisation.

This year we have to say good bye to Dr. Margaret-Mary Nelson Chair of the Research Network Group and Mr Gordon McMillan Chair of Corporate Associates.

I would like to show my sincere appreciation to them and thank them for the dedication and hard work they have shown to this association and the achievements they have helped us achieve.

Let me also introduce our new board members:

• Prof. Dr. Antje Junghans (Chair of the Research Network Group)

• Mr Jos Barnhoorn (Chair of Corporate Associates)

They officially start in 2011 but I’m sure you will all support me in wishing them every success in their new positions.

I also know, having spoken to both of them, that they are excited about the responsibility of their new roles and adding real value to you, our members.

In addition we discuss our 2010-11 work plans and decide what has worked well and where we have an opportunity for improvement.

EuroFM Achievements during 2010

It’s fair to say that during 2010 we have achieved a lot for our members and some of these are outlined below. To this end I would like to thank the commitment of your board as well as the invaluable support from all our members.

Euro FM Web portal and Logo:

We have developed and designed a new web portal and this is available for our members and potential new members, it has both a member’s area and non-member’s area and has the capability to help us communicate better than we have ever done before. It also has the opportunity to help us generate a revenue stream from advertising so I hope you take advantage of this.

As part of our Web portal design we agreed with our members to update our logo to see us in to the next century. With your support and using our new web portal we shortlisted 3 designs and you chose the above design. I have to say I was pleased with your choice and I feel it represents the goals and ambitions we have set for EuroFM.

European Parliament:

During November we organised a special members meeting to help us promote our Facilities Management profession with the European Parliament.

There were a number of presentations that covered the following: An overview of Facility Management and its benefits for Europe; EN15221 standardisation, an overview of progress with our Market data project.

Over 50 members attended from our network and the feedback I received was very encouraging with the comment “More of the same please”.

Mrs Frieda Brepoels MEP Green alliance explained: “Facility Management remains unknown with the European parliament and policy makers and what it means for increased efficiency and sustainability”

She urged EuroFM and its members to set a goal to change this situation and our board agreed this will become one of our core focus points in 2011.

Affiliation agreements:

We have been busy extending our network and have signed several affiliation agreements with associations that we believe will bring benefits to our members and those of our affiliate partners.

These agreements allow both parties to share the benefits of both organisations as affiliates; we will cooperate and promote the establishment of facility management organisations that provide support to the FM profession. This will involve participating in cross-promotional activities, including:

• Promotion of each other’s events, programmes, conferences and related activities.

• Collaboration on activities of common interest.

• Extension of complimentary, introductory level, membership to each other’s members.

• Listing of each other’s organisation, contact information, web links, membership benefits, etc. on respective websites.

As Chairman I believe it is important that we develop strategic relationships and I believe that all the agreements so far that we have signed will be those kinds of relationships.

IFMA’s World Workplace (WWP) 2010

I had the pleasure to attended WWP in Atlanta

During the IFMA annual general meeting between IFMA Board and various IFMA Chapters, I presented a cheque on behalf of EuroFM for €10,000 to Tony Keane (CEO IFMA). The amount being IFMA’s share of revenue generated from our partnership in EFM2010.

Tony Keane then presented the relationship between EuroFM and IFMA to the congress and encouraged them to attend our conference in 2011 and support the strong relationship between us both.

Delegates attending the European parliament meeting.

Global FM is one of these agreements and was signed at IFMA’s World Work Place in Atlanta, Georgia, U.S.A., on 26th October 2010 between Teena Shouse, Global FM Chairperson on behalf of Global FM and myself on behalf of EuroFM. (Pictured above)

EFMC (European Facility Management Conference) 2011 Vienna Austria:

I mentioned this last month that our European FM conference at Madrid was in my opinion one of the best conference’s we have had in the last few years.

Next year’s conference is in Vienna, Austria, and the theme is “Cracking the productivity nut”, so save the date May 23rd – 25th May 2011. We will have the Gala dinner and European awards ceremony which is chance to unwind; relax and celebrate our FM profession and success in pleasant surroundings.

I hope to see you there as your attendance demonstrates the importance that EuroFM plays in the facility management arena.

In addition, at the Lisbon meeting in September this year, we signed the agreement with the Danish Facility Management association to hold the EFMC 2012 in Copenhagen.

This has a special significance for me personally as I first got involved with EuroFM when I attended the EFMC conference held between EuroFM & DFM in Copenhagen during 2004 so it’s good to be taking it back to this fantastic venue.

Below Ole Emil Malmstrøm and myself sign the agreement committing EuroFM/DFM to hold the conference with our Danish members.

European FM Awards

Entries are welcome for the EuroFM awards and this year we have added a new category to the three established categories that are; Partners across boarders; Researcher of the year and Student of the year. This is “Excellence in Sustainability”.

This new category “Excellence in Sustainability” is a strategic priority with most providers and their clients. Facilities management has a pivotal role to play in this area, especially in the current economic climate across Europe, to save costs but at the same time improve the environmental brand.
This Award will recognise excellence in delivering sustainability to an organisation located in more than one European country.

Members Meeting in Lisbon

Our members meeting in Lisbon, Portugal was well hosted by the board of APEM (Portuguese Facility Management Association). Therefore I would like to take this opportunity to thank our board and all their members who made our visit so productive.

Above is a collection of the members who attended the first "Research round table" where we discussed a number of topics and issues that we agreed to develop into our work plan for 2011.

This last year has been exciting for me personally representing EuroFM as Chairman and I would wish all our readers a very happy and relaxing holiday during the Christmas break and every success with the advancement of the FM profession in the near year.

Warm Regards
Wayne Tantrum
Chairman of EuroFM

Research Network Group

Dr Margaret Nelson, Chair
10th Annual Research Symposium

The 10th annual EuroFM Research Symposium will take place in Vienna, Austria between the 23rd and 25th May 2011. Please visit http://www.efmc-conference.com/ for further details of programme and registration.

EuroFM Researcher of the Year Award 2011

The 5th European FM Awards will be held in May 2011 and presented at the annual gala dinner of the EFMC 2011 conference and exhibition in Vienna, Austria. Entries are now invited for the European FM Researcher 2011.

This award will recognise the value of research being undertaken across Europe. The research must address the EuroFM research agenda and contribute to its overall objectives to ‘advance knowledge in FM and promote its effective application in practice and education’. Entrants should be able to show that their research has a European perspective by using data from more than one country or that it has European applications. The research should show achievable results be innovative and robust in its research methods.

Entrants should be researchers at EuroFM member institutions, or conducting research produced or sponsored by EuroFM and its corporate and institutional members, and be nominated by a department head or EuroFM national association member.

How to enter: Submit 1500 word description of the research project with a completed application form and emailed to: eurofmawards@imlgroup.co.uk. Deadline for submission of nominations is Friday 25th February 2011.

The language of these Awards is English, the common language of FM in Europe. Entries should be written in material in English and be prepared to be interviewed in English. Postgraduate researchers who have submitted abstracts for the EFMC2011 research symposium will be automatically considered for the award, except for past award winners who will be deemed ineligible.

For more information, please visit http://www.eurofm.org/events-awards/eurofm-awards/fm-researcher-of-the-year/

New RNG Chair

Prof (Dr) Antje Junghans of the University of Applied Sciences, Frankfurt, Germany has been voted in as the new Chair of the Research Network Group for the period 2011 - 2012. She takes over from Dr Margaret Nelson of the University of Bolton, UK.

Antje Junghans is a Professor in Facilities Management, and responsible for FM education and research at her Faculty.

Research Network Group Meetings

The next RNG meeting will be in Brussels, Belgium between 23rd to 25th February 2011. Agenda and registration will be available via www.eurofm.org


To find out more about this research, contact Prof Dr Antje Junghans antje.junghans@fb1.fh-frankfurt.de

11th Annual Research Symposium

The 11th Annual Research Symposium will be held in Copenhagen, Denmark in 2012. Call for Papers will be launched at EFMC2011 Vienna. Please contact Prof Dr Antje Junghans Antje.junghans@fb1.fh-frankfurt.de for further information.

Postgraduate Research Network

Postgraduate research students at member organisations are invited to participate in EuroFM activities. Please contact Prof Lukas Windlinger, Zurich University of Applied Sciences, Switzerland, wind@zhaw.ch if you are interested in joining the postgraduate research network, or visit http://www.linkedin.com/groups?home =aga&gid=631358&trk=anet_ug_hm.

EuroFM Projects

- EuroFM Value Added Project
- To find out more about this research or to participate, kindly contact Per Anker Jensen, Centre for Facilities Management, DTU pank@man.dtu.dk
- EuroFM Workplace Management Project
- To find out more about this research or to participate, kindly contact Dr Suvi Nenonen, Facility Services Research Group (FSRG), Helsinki University of Technology, suvi.nenonen@tkk.fi
- European Sustainable Facility Management Research Proposal
- To find out more about this research, kindly contact Prof Dr.-Ing. Antje Junghans, University of Applied Sciences Frankfurt am Main, antje.junghans@fb1.fh-frankfurt.de

From now on, we will provide our education guide only digitally. Thus we developed a new section of our website, offering the possibility to every program provider to register and to update regularly.

http://www.eurofm.org/knowledge/g uides/education-guide/

New Master of Science in Facility Management at ZAHW

In Lisbon Thomas Wehrmüller presented the new MSc Program in Facility Management offered by Zürich University of Applied Sciences (ZHAW). The program deals with methodological, technical and managerial issues in FM. The consecutive program builds on Bachelor degrees in FM and enables students to deepen their scientific understanding and provides a practical awareness of this interdisciplinary management field. It is designed to address current issues and dynamic challenges in FM from a scientific perspective.

For more information on the new program contact Thomas Wehrmüller at ZAHW wehr@zahw.ch.

Unfortunately the PNG Report was not available at the time of publication but will be available via the EuroFM website: www.eurofm.org
### Editorial Board

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<td>Richard Byatt</td>
<td><a href="mailto:richard.byatt@bifm.org.uk">richard.byatt@bifm.org.uk</a></td>
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<td>Jelle van der Kluit</td>
</tr>
<tr>
<td></td>
<td><a href="mailto:jvk@tg.nl">jvk@tg.nl</a></td>
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<td>Lionel Cottin</td>
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<tr>
<td></td>
<td><a href="mailto:lcottin@arseg.asso.fr">lcottin@arseg.asso.fr</a></td>
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<td>Albert Pilger</td>
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<tr>
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<td><a href="mailto:pilger.a@pfm.at">pilger.a@pfm.at</a></td>
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<td>Zone 5:</td>
<td>Ondrej Strup</td>
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<tr>
<td></td>
<td><a href="mailto:Ondrej.Strup@hein-consulting.cz">Ondrej.Strup@hein-consulting.cz</a></td>
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<td>Zone 6:</td>
<td>Olav Saebøe</td>
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<tr>
<td></td>
<td>olav.saebø<a href="mailto:e@pro-fm.no">e@pro-fm.no</a></td>
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<td>Roberto Perotta</td>
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<tr>
<td></td>
<td><a href="mailto:perotta@ifma.it">perotta@ifma.it</a></td>
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<td>Don Young</td>
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<td><a href="mailto:Donald.Young@ifma.org">Donald.Young@ifma.org</a></td>
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### Research Knowledge area:

- Professor Antje Junghans
  - Antje.Junghans@fb1.fh-frankfurt.de

### Education Knowledge area:

- Pekka Matvejeff
  - pekka.matvejeff@laurea.fi

### EuroFM

- Jurjen Kor
  - eurofm@eurofm.org

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### Publication Partners

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Contact EuroFM  | Postal Address: Postbus 5135 • 1410 AC Naarden • The Netherlands
| web: www.eurofm.org • Email: eurofm@eurofm.org |