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Trend 1: Open space on the rise

It used to be called open-plan office, but the new buzzword is “open space”. The negative preconceptions have remained the same, although the “open space” office also offers employees and – above all – employers considerable benefits: the proximity to colleagues or to neighbouring departments makes communication considerably easier; in urgent cases, team members can resolve issues directly on the spot. The advantage for the people responsible for the office: the floor space available to individuals is minimized. In order to prevent any negative consequences, however, it is a good idea to reduce disturbances as far as possible. This is achieved primarily by means of

*continues on page 2*

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**Malcolm Harbour MEP**  
Chair of the European Parliament’s Internal Market Committee  

Facilities management has become one of the most efficient and innovative service sectors and there are many areas in which it can offer solutions in a weak market environment. My role covers many areas of particular relevance to FM. These include the cross-border provision of services and the free movement of professionals, new rules on EU standardisation, and the opportunities presented by public procurement.  

A review of the EU public procurement rules is under way, and the FM sector could positively influence these reforms. For example, clearer rules on pre-commercial procurement would encourage FM companies to work with a solution provider to develop innovations to improve public service delivery. These would lead to more efficient and less costly services, with an increased role for outsourced facilities management. Clarification and simplification of the rules would also help in the tendering of shared services for local and central government.

Looking at further opportunities, the FM sector is covered by the Services Directive, which is opening up the single European services market. Companies should use its new freedoms to develop cross-border business, while exploiting professional staff mobility. They should press Member State governments to implement the rules correctly, to secure full market access. I encourage the sector to identify which Member States need to remove any remaining barriers, particularly those violating the free right of establishment.

Standardisation is increasingly being used to support the development of the single market for services. Service standards, many of which are relevant to facilities management, should be further developed and used to promote best practices. Standards are a powerful way to spread knowledge and competitiveness throughout the market, as businesses can use them to benchmark the quality and performance of their own services. Also, public procurers have objective criteria to measure the services they are purchasing, thus improving competitiveness and increasing efficiency further.

Malcolm Harbour is MEP for the West Midlands constituency of the UK and Chairman of the European Parliament’s Internal Market and Consumer Protection Committee.
In future, will there be endless expanses in the office? The trend, at least, is towards open space designs. Photo: Steelcase

acoustic measures and equipment. If management takes the concerns of its employees seriously, supports their need to carry out work requiring concentration and creates a sufficient number of study booths and communication islands, it will have laid a sound foundation for productive work in the open space office.

Trend 2: We are getting “closer to one another”

It is not just the trend towards open space designs that is driving the efficient use of floor space in offices – economic considerations and technical developments are also increasingly leading to a compression of the working space. Since teamwork is increasing, communication among employees is playing an ever more important role. The rooms – especially in the open space office – are therefore becoming larger, while at the same time colleagues are being moved closer together. In addition, modern workstations require less space: thanks to flat panel displays, desks are becoming slimmer and – because less paper is being used in the office – the size and extent of storage facilities are also being reduced.

Trend 3: Working amidst constant change

The development of technology is advancing rapidly, globalization continues apace and work environments are changing. This applies to working equipment and areas as well as working processes. Any organization that wants to be successful today and tomorrow will have to increase its capacity for learning and changing so that it can adapt independently to an environment that is in a constant state of flux. Sometimes, concepts such as an open space office or non-territorial working will require a high degree of flexibility from employees. In the open space environment they fear stimulus overload, pressure to perform, more disturbances and loss of privacy, while in the “non-territorial” office they have to look for a new workstation every day. Employees become “office nomads”, but time and again it becomes evident that in retrospect they are surprised at how rarely the feared problems are actually experienced. The assumed loss of security is compensated for by a new openness among colleagues.

Trend 4: Information is becoming paperless

There is a quiet revolution in progress, which involves reducing the piles of paper at office workspaces. Paper will now only be stored if it is of an official nature and if the retention of original documents is absolutely necessary; today’s workspaces are therefore no longer comparable with the desks of ten years ago, which were buried under mountains of paper. Exceptions to this are usually generational in nature, and the trend is clearly towards electronically based filing. However, in order to be able to find data easily in complex environments, a consistent and clearly communicated indexing system is required. As document management systems and web-based server solutions are arriving on the scene in many companies, it is increasingly important to question the usefulness of the numerous platforms and to define clear rules for working in virtual filing cabinets.

Trend 5: Work anytime, anywhere

Virtual working while travelling or in a home office has been standard practice for quite a while now. How many managers do not check their e-mails while moving around? Not to mention the fact that a growing number of employees either no longer have a conventional office desk or only have one available to them on a temporary basis. In fact, thanks to careful organization and the latest technology, employee mobility and productivity are increasing significantly. Caution is advised, however, when permanent communication and constant availability mutate into something approaching addiction. Always being on “stand by” and having to respond to all your e-mails straightaway generates considerable stress.

In addition, the classic eight-hour working day is a thing of the past. More and more employees can organize their working time and place of work more flexibly, as the result to be achieved is now more relevant than the hours they put in. The downside to this is that if there are unforeseen difficulties (e.g. if the noise and the visual disturbances in the open space office are so great that they cannot carry out work which requires concentration), their workload increases considerably, which ultimately leads to overloading. An important consideration in the home office: keep the workspace and the living area separate from each other! The home office creates more workaholics than anywhere else, because “home office workers” pay less attention to their working hours.

Trend 6: Rise of the multi-specialists

On account of mobile communication and work structures, the working model involving specific, well defined areas of responsibility with activity-focused experience is increasingly giving way to the ideal of flexible multi-specialists. Thanks to smartphones, netbooks, well-developed wireless networks, 3G broadband and Internet search engines, there is no longer...
any excuse for not becoming a multi-specialist. Knowledge – with its corresponding “shelf life” because of the permanent fluctuation of data on the World Wide Web – is available en masse. The problem is how to handle it all: it is a question of being able to access specific, required information on-demand, and then mastering it. Researching information requires careful attention to detail and a lot of time – which no one has during highly dynamic working processes. This “dynaxity” (dynamics and complexity) challenges both individuals and companies to adopt ever new ways of thinking and learning. Well-organized knowledge management creates opportunities for channelling the raging torrent of information and provides individual access to information according to different learning types. In the future, rapid access to and optimum processing of knowledge will be the most important raw material for companies, especially those companies involved in the provision of services.

**Trend 7: The old folks are coming**

The number of young people in the workplace (and in “real life”) is rapidly decreasing, while the proportion of older people is on the rise. In 2060, the average age in Germany will be 49.3. This phenomenon of an aging workforce is already visible. Companies must therefore quickly learn to work with a workforce which is older on average, while still remaining innovative.

**Trend 8: Health saves money**

With an aging workforce, companies are also paying more attention to the costs associated with illness. For a qualified employee, the cost of sickness absence is around €500 a day. To ensure that employees can continue to work in a healthy, innovative and productive manner, even at the age of 67, health management programmes aimed at maintaining the health of employees are becoming ever more important. Many new office buildings incorporate a gym, where employees can work out under expert supervision. The menu in the canteen will contain a variety of dishes for healthy nutrition and offices will be arranged in such a way as to encourage movement.

**Trend 9: It’s all about the environment**

CO₂ consumption, sustainability, climate protection, energy efficiency: these all influence not just the architecture, but also the office itself. Communications technology, with its energy-guzzling devices and lavish network equipment, will be forced to become more environmentally friendly. Another broad area consists of high-end photovoltaic solutions, with solar panels mounted not just on roofs but also on the facades of buildings, and incorporating the optimal use of shading and natural light. And when talking about sustainability, it is impossible to ignore the issue of recycling. “From cradle to cradle” is an established and successful approach in the USA, the Netherlands and Scandinavia. Companies that operate according to this principle have been able to access new markets and secure long-term profitability. Germany is lagging behind, but leading cradle to cradle advocate Prof. Michael Braungart (MBDC – McDonough Braungart Design Chemistry, Dutch Research Institute for Transitions, DRIFT), expects that that will soon change. Cradle to cradle design defines a system for industrial processes and the manufacture of products that makes it possible to retain materials as “nutrients” in closed circuits. Durable goods such as office furniture are manufactured in such a way that, at the end of their “service life”, it is possible to recycle their components.

**Trend 10: Old buildings on the way out**

It is apparent that new organizations and ways of working are often unfeasible in older buildings - even those that have been renovated. Load-bearing walls prevent the creation of transparent open spaces, low ceiling heights are no longer acceptable either acoustically or visually, while the installation of the technical infrastructures that are required today proves to be difficult, as does achieving optimum energy efficiency. In future, the real estate sector will focus less on the renovation of old buildings and more on demolition and new construction.

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**The trend watchers:**

PEP Institute (PEP: Personal Excellence Program); buero-forum of the Iso (Office, Seating and Contract Furniture Association), Prof. Dieter Lorenz (ergonomist, Director of the Centre for Dual Tertiary Studies); INQA (New Quality of Work Initiative); ArtSet Forschung, Bildung, Beratung GmbH; Thomas Selling (sociologist, office planner); Gregor Kamps (Senior Consultant at 2k-Consult)
European Facility Management Research Network Survey

by Antje Junghans

The Research Network Group (RNG) is a workgroup of the European Facility Management Network (EuroFM). The vision of EuroFM is: “Advancement of knowledge in Facility Management in Europe and its application in practice, education and research, in order to communicate best practice through Europe.” The main objective of the RNG in 2011 is the development of the European FM research agenda. The challenge is the identification and integration of FM research fields and research centres. In order to achieve this, a survey was conducted within the RNG member institutions.

Methodology

The survey was conducted by email, in the form of a structured questionnaire, which was circulated around the RNG members. This procedure is suitable for surveys within high motivated and homogeneous groups. A high response rate was achieved with prearrangements and accompanying measurements, such as an update of the RNG mailing list, preannouncements, reminders, answering queries and providing alternative file formats on request.

The questionnaire was structured in four parts, to document: the future research agenda in Europe.

1. Goals (G): What do you think are the most important objectives in order to increase knowledge? (Please imagine future FM research agenda in Europe.)

2. Reality (R): In which fields do you have competencies which are important for EuroFM? (Please consider research results and publications of your institution.)

3. Option (O): What options do you see for your institution to contribute to the future research agenda? (Please refer to ongoing or planned research projects of your institution.)

4. Will (W): How would your institution like to contribute to the future research agenda? (Please name people and responsibilities within the future research agenda.)

The individual contributions were structured, and a comprehensive analysis of research fields and research centres was done.

The evaluation was done in eight steps:

1. Sorting of the responses by keyword, in alphabetical order, within the four parts: future research objectives (Goals), existing research competencies (Reality), planned projects (Option) and concrete proposals (Will).

2. Arranging the keywords in clusters within these four parts.

3. Classifying the clusters over all research fields.

4. Identification of European research fields, with the condition that clusters must have contributions from all four parts and a minimum of three countries.

5. Prioritisation of identified research fields, by number of participating institutions, number of contributions, and number of countries.

6. Alphabetical sorting of the participating institutions, and allocation of their research fields or individual research core areas.

7. Identification of European Research Centres, with the condition that the institution must participate in at least one European research field.

8. Evaluation of European Research Centres, according to number of European research fields, number of contributions and number of researchers.

Findings

As a result of steps 1 – 4, the following 10 European FM research fields were identified:

1. Added Value
2. Knowledge
3. Built Environment
4. Demand and Supply
5. Future
6. Health Care
7. Sustainability
8. Usability
9. Workplace
10. Work Organisation

Further transparency into the results gave the prioritisation of the results according to: Publicity, Intensity of research, Internationality:

1. How well known is the research field? A rough estimation is made by number of participating institutions (see figure 1, x-axis).
2. How intensive is the research? The number of entries per research field is evaluated (see figure 1, y-axis).
3. How international is the research field? The number of participating countries is considered (see figure 1, bubble diameter).

Accordingly, the research field “sustainability” has the highest priority (see figure 1). This research field is very well known by 13 participating institutions, research intensity is high, with 27 entries, and it is internationally important as 7 countries responded (see table 1).

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Summary and Outlook
The scope of the survey was an overview of the future research objectives, existing research competencies, planned projects and concrete proposals. A structured questionnaire was circulated by email among RNG members, representing about 22 research institutions and universities throughout Europe. The response rate was very high. Researchers from 9 countries and 17 universities returned questionnaires, and made 215 individual contributions to the European FM research agenda.

A preliminary report was sent to participants and feedback collected. In addition, all results were presented and discussed at the RNG Spring Meeting in Brussels. The final report documents the survey and evaluates the results. The target was to provide feedback to the survey participants. Basic questions for further discussion in FM could be:

1. What do we hope to gain from practice, education and research?
2. What will research help us to understand?
3. What will be explained by research?
4. What will research measure in an empirical way?
5. What can be designed and improved in the real world through practice, education and research?
6. How will practice, education and research measure and evaluate the results?

The RNG will use the report for the development of the European research agenda, and conduct research projects together with the PNG, ENG and CANG in the European Facility Management network.

Antje Junghans
Prof. Dr.-Ing. Architect, Chair RNG & Board Member EuroFM
Further Information: www.eurofm.org
E-Mail: Antje.junghans@eurofm.org

<table>
<thead>
<tr>
<th>Name</th>
<th>No. of research fields, in which the institution is active</th>
<th>No. of individual contributions per institution</th>
<th>No. of researchers</th>
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Table 2: Prioritisation of European Centres of FM Research

Partnering has moved up to the next level with the adoption this autumn of a new British Standard, BS11000, that provides a framework for ‘collaborative working’ in all sectors and all sizes of organisation.

The facilities management sector is not alone in adopting ‘partnership working’. PSL (Partnership Sourcing Limited) has been at the centre of promoting business collaboration and partnering across all industry sectors for nearly 20 years. During the last decade it has been capturing the knowledge and experience gained from its member organisations who have developed successful long term partnerships to discover what are the key elements that makes ‘collaborative working’ so successful.

This work has led to the development with BSI and government and procurement professionals of a framework designed to help organisations to establish, manage and improve strategic partnering across and within the public and private sectors. This framework, PAS11000 is currently undergoing its final public consultation before becoming a full British Standard - BS11000 for Collaborative Business Relationships - which will come into effect later this year.

Working with more than 60 leading companies operating in the UK and overseas, academia and government departments, PSL has sought through PAS 11000 to identify a consistent framework for collaborative working that can be applied in any business relationship of virtually any size and circumstances. Collaborative business relationships range from one-to-one with one supplier and one client through to networked relationships with multiple parties including external collaborators/partners or alliance partners, suppliers and various internal divisions and customers all working together. These are often termed ‘business ecosystems’. Collaborative relationships can also be applicable to consortia and joint ventures. PAS11000 does not, however, seek to force on organisations a rigid single approach but its framework allows and enables existing relationships to flourish.

PAS11000 will become BS11000 in November this year. It will enable organisations of any size and in any sector to apply proven good practice to its own business processes with each of its clients, but it is likely to be particularly valuable for complex and long term relationships where delivery of services and products are critical to the client’s business.

BS11000 will have a three stage approach containing eight individual related steps

Strategic
Awareness: identifying where relationship management sits within overall business objectives
Knowledge: how others have approached collaborations and identify the right route to take
Internal Assessment: evaluate readiness to enter into single or multiple partnering arrangements

Engagement
Partner Selection: selecting the right partner
Working Together: building joint approaches based on mutual advantage

Management
Value Creation: developing added value from the relationship
Staying Together: delivering the agreed and expected services measuring and maintaining maximum benefit
Exit Strategy: develop and execute an exit strategy

The key to the process is following a ‘route map’ together where organisations work collaboratively to improve the quality of their relationship, enhance innovation, drive down costs and deliver the outcomes be that an improved product or a service. This process establishes a common foundation and language that can be followed throughout the life of the relationship, particularly valuable where this may extend over several decades, out-living the personnel who initially drew up the original contract. It has been likened to a ‘glue’ that keeps the collaborative way of working on track and as strong.

With acknowledgements to the participants of the survey:
1. FHS Kufstein Bildungs GmbH (A)
2. ZHAW Züricher Hochschule für angewandte Wissenschaften (CH)
3. Fachhochschule Frankfurt am Main – University of Applied Sciences (D)
4. HTW Berlin – Hochschule für Technik und Wirtschaft Berlin (D)
5. Karlsruhe Institute of Technology, Universität Karlsruhe (D)
6. DUT Management Engineering, Technical University of Denmark (DK)
7. Alto University of Technology (FI)
8. INHOLLAND, Inst. of Higher Prof. Ed. (NL)
9. NHTV Facility Management School Breda (NL)
10. TU Delft (NL)
11. Saxion Hospitality Business School (NL)
12. Hanze University Groningen (NL)
13. Akershus University College (NO)
14. Norwegian University of Science and Technology NTNU (NO)
15. IST - Technical University (PT)
16. University of Bolton Built Environment (UK)
17. Centre for Facilities Management, Manchester (UK)
Take your partners
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and effective at the end as it was in the beginning of the relationship. PAS11000 has developed CRAFT – Collaborative Relationship, Assessment, Fulfilment and Transformation – that helps organisations through the process with guides, tools and workshop applications. It has also established an extensive international network and has an expectation that BS11000 will in time lead to an ISO standard.

So far, five organisations, all members of PSL’s Executive Partnering Knowledge Network, have undertaken a pilot and obtained PAS11000. The Ministry of Defence has adopted PAS11000 and it has been included as a consideration in its ITTs when selecting potential supply partners – although it is not mandatory. Its revised Partnering Handbook due in 2011 will give some recognition to suppliers working to BS11000.

EMCOR Group (UK) is the first in the FM sector to have achieved the standard with its client, BAE Systems. The other companies with PAS11000 so far are Lockheed Martin UK, NATS, Raytheon Systems Limited and VT Group.

Christopher Kehoe, Divisional Director at EMCOR explained that the company had a strong track record in building business relationships and that one attraction of the PAS11000 standard was the benefit of external verification of its approach and processes. Kehoe explained that by applying the PAS11000 process, EMCOR “Found opportunities to improve on knowledge management and transfer within the company. We found that it provided an anchor for the various strands of our business with BAE Systems and it indentified that we needed to communicate better across the business and externally.”

He explained that the standard is important in facilitating change and helps people to understand what is important, to anticipate change and to prepare. Additionally the company expects to benefit by creating more value and building more secure relationships with existing clients, improving communications internally and externally, as well as using it to assist in seeking and developing new client relationships.

Kehoe said, “The benefits in the FM sphere are wide ranging and result in an improved quality of relationship which supports customers through periods of pressure and business change. A long-term partnership not only mitigates business risk due to switching suppliers but also brings other benefits to our customers such as working together towards reduced costs and sustainability objectives and allowing them to draw on our wider expertise and best practice.”

He explained that PAS11000 proved beneficial when working with BAE Systems to change the way services were delivered at no extra costs and with improved availability of facilities – contributing to BAE’s programme to deliver aircraft 30 percent cheaper and more quickly.

EMCOR is also one of six companies working with NATS – National Air Traffic Services – all now certified under PAS11000. The others are BT (communications), Capita (recruitment), and technical supply partners, Lockheed Martin, Indra and SELEX Galileo.

As Supply Chain & Business Services Director at NATS, Chris Odam, explained, “We thought our collaborative relationships were good but by applying PAS11000 in the pilot, we recognised gaps particularly in knowledge management between the partners, joint value creation and in developing exit strategies.”

He said that he had found it valuable for engaging internal stakeholders beyond supply chain management, developing the skills of the people involved in the collaborations and benchmarking these supplier relationships with other organisations that are also following the standard.

As Odam explained, “The PAS11000 standard drives value and takes collaborative relationships to the next level. Both NATS and EMCOR have a strong appetite to improve work quality and effectiveness. Relationship management is now a continual management process.”

He highlighted three key benefits to NATS of adopting PAS11000:

- Enhancing existing supplier relationship management processes
- Helping to de-risk the big relationships with existing suppliers and aligning strategic aims
- De-mystifying partnering and collaboration in your organisations.

“Knowing what it is enables the profile of partnering to be raised in the organisation,” he said.

For Kehoe, the key benefits to EMCOR have been:

- Demonstrating a maturity of relationship as both parties are committed to facing harsh realities in future
- De-risking relationships based on individuals by mapping out the relationship and ensuring that when people change the knowledge of how to work together is not lost
- Simplifying and distilling the challenge that your contract is facing now and in the future. “It focuses on what you can do for the customer and plan for the future,” he said.

More info
www.pslcbi.com
www.bsigroup.com

Typical approach to implementation of PAS / BS 11000

<table>
<thead>
<tr>
<th>Internal activity</th>
<th>External input</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Obtain overview / background to the standard</td>
<td>1. Publications / Conferences</td>
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<tr>
<td>2. Undertake initial Gap analysis against standard</td>
<td>2. Obtain copy of standard</td>
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<tr>
<td>3. Obtain initial executive approval to investigate</td>
<td>3. Engage specialists if required</td>
</tr>
<tr>
<td>4. Brief Executive Management team</td>
<td>4. Engage specialists if required</td>
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<tr>
<td>5. Identify target pilot programme</td>
<td>5. Engage with BSI</td>
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<tr>
<td>7. Identify key personnel engaged in pilot area</td>
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<tr>
<td>8. Undertake Awareness &amp; GAP analysis workshop</td>
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<tr>
<td>10. Develop benefits analysis</td>
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<tr>
<td>12. Obtain Executive approval / budget for pilot</td>
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<tr>
<td>13. Prepare outline process review / evidence</td>
<td>13. With BSI assessor</td>
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<tr>
<td>14. Formalise scope and programme</td>
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<tr>
<td>15. Implement detailed process review</td>
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<td>16. Identify action plan</td>
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<td>17. Internal audit review</td>
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<td>21. Stage two assessment of operating processes</td>
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Laurea – from education to innovation
by Pekka Matvejeff

Laurea University of Applied Sciences’ (UAS) main operating area is the Greater Helsinki Metropolitan Area in Finland, which produces nearly half of Finland’s GDP. The region is one of the world’s most competitive innovation environments (Eurostat, IMF World Economic Outlook and European Innovation Scoreboard). The Helsinki area collaborates with many of the 78 metropolitan areas around the world recognised by the OECD, and it contains a significant cluster of higher education institutions, research laboratories and innovative businesses.

Laurea UAS has 8000 students, of whom approximately 1200 study in adult education programmes, and 1200 of them international students. There are a total of 550 faculty members and staff.

A strategic choice that helps to profile Laurea’s operations is the working life oriented ‘Learning by Developing’ operating model (LbD). Learning by Developing is an innovative operating model based on creativity, authenticity, partnership, experiential learning and research. In practice this means that the learning process is built on a development project that is deeply rooted in the world of work. Progress in this project requires collaboration between lecturers, students and workplace experts, working together to produce new knowledge.

Studies in Facility Management at Laurea focus on planning, producing and developing integrated facility management services that support the customer’s core business on their premises. The studies take place in a multicultural atmosphere, and there is also focus on acquiring the necessary skills in Finnish language to enhance employability in the Finnish markets. The LbD-model gives the students opportunities to create their own networks with facility management companies, in both the private and public sectors. Several companies and organisations are involved in the implementation process of the courses conducted in the Degree Programme.

Laurea UAS has been offering Facility Management studies in Finnish for the past decade, and operates as a proactive creator of national and international networks (FIFMA, NordicFM, EuroFM). In 2010, Laurea launched its first Facility Management Degree Programme taught in English. In the first intake there are 30 students from eight different countries. A brand new Degree Programme in Security Management will be launched in the autumn of 2011. The new Facility and Security Management Degree Programmes in Laurea have been implemented in close cooperation, which provides all involved parties (students, lecturers, companies etc.) with new kinds of opportunities for multidisciplinary RDI-activities.

Laurea’s strategic intent for 2015 is to be an internationally recognised higher education institution of future competence and metropolitan development. This comprises specialisation in service innovation and value networks, an operating model (LbD) which integrates learning and RDI and promotes workplace development, as well as internationally recognised and productive RDI-activities.

One concrete example of Laurea’s strategic intent to be an internationally recognised university is the IFMP Summer School. This is an international Facility Management Programme, which first started in 1996. So far, students from eight different European universities have joined the Programme. This year, the main topic for the 2011 IFMP is “New Work Concepts”. During the first two weeks, Laurea UAS will lay the ground for the recent developments in new ways of working with internationally recognised researchers and specialists. Partners in the Netherlands will then deepen the students’ learning process, and the Summer School will end in Hamburg, with presentations of project work on a real life project or a problem relating to the main topic.

The European Council has launched the Europe 2020 strategy to get out of the crisis, and to prepare the EU economy for the next decade. Several policy statements stress the central role of higher education institutions in reaching the goals stated in the strategy. The universities are at the centre of the innovation web when scaling up Europe’s innovation performance of the next decade. Laurea’s pedagogical innovation Learning by Developing (LbD) gives Laurea an opportunity to be in the centre of those developments, which aim at creating new university cultures in the international networks, preparing and educating responsible, visionary experts for our future society.

Pekka Matvejeff (M.Soc.Sc., MBA) is in charge of implementing the Facility Management Degree Programme in Laurea. He is also a member of the EFMI Editorial Board (Education).
Spend less, spend better
by Mariantonietta Lisena

Mauro Patacchiola, the Real Estate Facilities Manager of the telecom giant Ericsson Telecomunicazioni, describes the facilities model in place at his multinational organisation. His seven-strong team deals with an area that includes Italy, Greece, Romania, Bulgaria, Serbia and Cyprus. “Each of us is responsible for 1,500 staff. You can only do that with suppliers that can meet your quality targets, and help you to be more efficient”.

Managing the facilities of a large global enterprise is an undertaking that raises many questions. One of the most interesting relates to the best strategy to adopt when looking for a service provider. What type should you choose? A single provider with a large international presence, who can cover the whole of your company’s territory, or a selection of smaller, local suppliers? And what should you trust them with? Clearly, there is no single right or wrong answer to these questions, only various interpretations. The decision taken by Ericsson Telecomunicazioni is certainly an interesting and very clear-cut one, that raises various points for discussion. We spoke to the company’s Real Estate Facility Manager, Mauro Patacchiola.

How is facilities management organised within your company?

There is a Facilities Management Unit that covers several European countries. My personal area includes Italy, Greece, Romania, Bulgaria, Serbia, Cyprus and other smaller countries in South-Eastern Europe. The department handles facilities management and also real estate services, two areas which, as far as Ericsson is concerned, need to be integrated.

The department has a team of 7, and generally speaking, its work is about 80% facilities management, and 20% real estate. However, this ratio can vary depending on the period or the specific needs of the company at any given time.

Our team is responsible for high-level control of the work done by our FM providers, who are basically responsible for planning, managing and delivering the services. Our task, meanwhile, is the purely strategic side. We set the guidelines to be followed and the targets to be met.

Seven people - that’s a very small team. How do you manage to cover everything?

On average, each of us is responsible for managing the services of about 1,500 staff, usually based in different offices.

It’s a very high ratio that can only be maintained successfully if we can rely on a service provider who manages the service just the way we want. That way, our controls are limited to reviewing the system of KPI (key performance indicators), quality and costs, and a well-defined number of meetings and studies. That’s how it should be. The people working in our department are managers in the true sense of the word, so their work is all about strategy, as they try to reconcile facilities management with the needs and ultimate objectives of the company.

Our task is to ensure that the provider implements the concept of “working environment” as defined by Ericsson. We mainly check the results, rather than the day-to-day aspects of service provision.

Why did you opt for this model?

The company’s ultimate goal is to ensure that its facilities management is as high-quality as possible. We are not responsible for delivering the services, which means we can be certain that those whose main task is facilities management can offer a far higher level of quality than we ourselves would be able to do, by relying solely on internal resources.

That’s why we looked to the market for a provider who could guarantee the high quality we demand, and who can adapt to changes in our organisation and its strategies. Our personnel have the challenge of knowing how to find a provider that meets these requirements, and then managing them as successfully as possible.

Many would object that by entrusting such a large part of a company’s business to an outsider, you run the risk of losing know-how. That’s an objection I find hard to understand. The activities we are talking about are not part of the company’s core business, so I cannot see what risks we run. We don’t have specific methods when it comes to delivery of a service, nor do we want them. So we have nothing important to lose.

Our only real internal know-how relates to the definition of the ideal service for our organisation. There’s no risk of anyone getting their hands on that: they wouldn’t know what to do with it!

Another common objection is that, by tying yourself too tightly to a single provider, you run the risk of not being able to leave them.

This will only happen if the company hasn’t done its job properly, that is, if it hasn’t defined the service, or its characteristics. Once those requirements have been clearly defined, it’s relatively easy to study the market and identify a certain number of providers who are able to meet them.

If for any reason the provider then turns out to be unsuitable, you only need to find out which other providers are able to take on the role of FM management partner. Actually, I think it’s healthy to question your relationship with a service provider from time to time, and explore any better options the market could offer. Again, all you need is to have a clear idea of the characteristics you’re looking for. That’s the really important information, and it always remains inside the company, regardless of who your partner is.

Your unit combines Real Estate and Facility Management. Do you think it would be possible to export that model?

Possible no, I think it’s imperative. I don’t see how it could be otherwise. Every company is constantly asked to set the standards for its future working environments, and to invest in them. It would be inconceivable to take decisions about those standards without also considering aspects of real estate and facilities management at the same time.

For example, how can you pinpoint your ideal office if you can’t determine in advance to what extent those premises are suitable for optimal management, and how much that’s going to cost? The two disciplines need to be integrated in order to create real value for the company.

What levers can a facilities manager use in order to achieve real cost savings?

In most cases, 50% of a facilities manager’s budget is reserved for leasing costs, while 25% goes on services and 25% on taxes and utilities. You can’t do anything about leasing costs, at least not immediately. The same applies to taxes. You can act on services, but the amount you save is quite limited, especially if you want the quality to remain high, as it should be. You can - and must - launch a campaign to make people aware of the importance of cutting energy costs. But even in that case, the savings you can obtain are limited.

The real trick is to reduce the size of your premises, by creating an efficient working environment that takes up less space overall. For example, by reducing the occupied floor space by 30%, you can achieve highly significant reductions in costs, provided that you renegotiate the lease agreements at the same time. This is, of course, impossible if the company is bound by a contract that covers too long a time span.

That is why, in my opinion, you need to search the property market for solutions that provide flexibility, rather than a lower cost per square metre. In effect, this is further proof that demonstrates how vital it is to integrate facilities management with real estate.

Do you believe that an organisation with a worldwide scope such as yours should opt for a service provider that also has a global presence?

Not necessarily. The only fixed point, in my view, is to ensure higher quality at a lower price. The ways of achieving this objective can vary from company to company.

But I do think that an international enterprise might have a broader field of experience, and that it will have tried out its business models in various environments, something that enables them to refine their strategies more quickly and accurately.

I also expect the provider to have a top-notch organisation, a research team dedicated to constantly upgrading the level of service, and expert, well-trained staff, willing to maintain the highest possible customer care. I also expect that, when dealing with orders of this size, they have the maturity and intelligence to tell us in which countries they cannot guarantee adequate quality, so that the client can then look for the best local provider.

How do you think that FM companies should evolve, in order to be competitive in the near future?

First of all, they have to be able to offer lower prices without affecting the quality of service. To do that, they need to cut their costs by gradually increasing the volumes of the service they deliver, and their territorial presence, so that they can operate anywhere, but at limited cost.

Clearly, they also have to be able to offer an excellent service, using state of the art tools and innovative methods. They also have to be pro-active, by offering their clients regular guidelines on how to achieve the optimal working environment. This is something that our providers have to guarantee. It’s even written down in the contract and checked by a specific KPI.
The new dimensions of the DRSG position
by Clémentine Aggoun

The position of Facility Manager and Director of Facility Management [DRSG] has undeniably become a more and more strategic one: this was one of the findings of the latest Study of Salaries and Positions, carried out by ARSEG in collaboration with Michael Page.

**DRSGs are flying high!** This was the conclusion drawn by the Study of Salaries and Positions carried out by the ARSEG [Facility Management Directors’ Association] and Michael Page, which recorded an average gross salary of 71,062 euro per year for directors and 48,560 euro for managers. “DRSGs are now evaluated and remunerated based on criteria for results and for performance, depending, of course, on their area of activity,” says Fabrice Veyre, Director of Michael Page Real Estate and Construction. The socioeconomic impact of the position is undeniable. Indeed, facility management in France accounts for 111 billion euro in combined budgets (approximately 7% of total corporate sales), and generates 1.1 million jobs, according to “Facility Management in Businesses,” an ARSEG study published in 2007. The economic crisis, the Grenelle Environment Round Table, and stress in the workplace are all changing the playing field for professionals, faced with the new issues that businesses have to deal with today. DRSGs are also on the front lines, applying the new policies and strategies for the workplace environment.

**The end of preconceived notions**

Left in the shadows for a long while, DRSGs, who were often considered emergency managers, were a virtually invisible part of the corporate structure. For lack of communication, they were often associated with a negative, restricted image, only called in when the elevator was broken, or when office supplies were running out. But over the last decade, in light of the economic, environmental, and social issues which revolutionise organisations, their task has taken on new dimensions. These correspond to the expectations for an optimised workplace, in terms of both cost and space, which at the same time must be safe, comfortable and durable. Orchestrating work in some twenty different professions, in the areas of real estate, purchasing, and services, DRSGs have superior initial training, specialising, if possible, in real estate, acquiring expertise in the legal, real estate, technical, and purchasing domains. It is a position which also requires managerial qualities, for heading up both internal and external teams, as well as communication skills, for advocating projects before executive committees. Fabrice Veyre points out that “DRSGs are also managers and women, budget managers, and, over the whole breadth of the area they manage, they are among the primary carriers of the culture and values of the business.” The profession is constantly on the move, and its field of activity is permanently open, so as to respond to the new concerns facing organisations, specifically in terms of sustainable development or occupational health.

**Bearers of values**

According to the ARSEG Salary Study, DRSGs are, for the most part, associated with general management (67%), which proves the growing importance of their position within organisations. The position affirms itself as all the more incontrovertible and across-the-board, as the sector comes to weigh more heavily in corporate budgets. It represents the second highest expenditure after wages, and job positions cost €19,210 per year on average (the ARSEG’s 2009 Buzzy Ratios). “Profiles are becoming more and more precise, since DRSGs are directly linked to corporate performance,” explains Gisèle Ruffe, General Secretary and Manager of the ARSEG’s HR committee. “They need to operate as truly across-the-board service companies, constantly seeking to improve quality and implement well-being in businesses, while at the same time taking care to maintain the economic balance.” There is no longer any doubt about the importance of the workplace environment for administrators and professionals, 92% of whom consider their surroundings at work to have a very significant impact on their motivation and efficiency levels (data from the Observatoire de la Qualité de Vie au Bureau [Observatory of Office Life Quality]). Driven by new issues, DRSGs will have to take up a multitude of new challenges: health, stress, parenthood (through the installation of childcare facilities in businesses), accessibility, diversity, responsible purchasing, durable real estate, and new work habits. It is a profession which adapts itself to the times, in keeping with the evolution of businesses, always keeping abreast of the sector’s new tendencies and good practices, which will build tomorrow’s workplaces.

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**About the Study…**

It is the first study in managerial salaries for the facility management position, carried out in collaboration with the Michael Page firm between July and September 2009 among the affiliates/buyers at the association. 267 members replied, and the salaries presented exclude non-individualised variable elements (holdings and profit-sharing) and fringe benefits.

**A Closer Look**

Salary according to sector of activity: DRSGs [Facility Management Directors] in the lead: engineering and R&D, with €92,000 gross per year, and commerce with €83,250. For RSGs [Facility Managers], salaries are higher in the real estate activities sector, with €54,457 gross per year, followed by community activities with €53,000.

Salary and geographical location: DRSGs are overall more highly paid in Île-de-France [Paris area] with €78,350 gross per year, compared to €54,906.70 in the outer provinces. The same goes for RSGs, with a smaller discrepancy: €49,531 in Île-de-France compared to €46,766 in the outer provinces.

Salary in light of the position’s international dimensions: There is no real gap in wages between DRSGs positions held Europe-wide (€72,266.70 gross per year) and those that are held in France (€70,587.20 gross per year).

Hierarchical positioning: 67% of DRSGs are associated with general management, followed by 11% with human resources management, whereas only 29% of RSGs are positioned within GM and 26% are associated with financial management.

Activity sector types managed: In the lead is residents’ services, followed by building management and real estate.

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**“DRSGs are among the primary carriers of the culture and values of the business,” says Fabrice Veyre, Director of Michael Page Real Estate and Construction.**

**“Profiles are becoming more and more precise, since DRSGs are directly linked to corporate performance,” explains Gisèle Ruffe, General Secretary and Manager of the ARSEG’s HR committee.**

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Download the study at www.arseg.asso.fr
The business process outsourcing strategy in facilities management

by Carlindo Martins Macedo

Facilities Management (FM) has been growing in importance as a major support activity to the organizations. Besides its suitability to outsourcing, the increasing enhancement of specialized providers in facilities management/services is making feasible the outsourcing option across the globe. Due to these circumstances, a strong trend is being observed in adopting facilities management outsourcing within business transformation strategies. Several outsourcing models such as Business Process Outsourcing (BPO), Offshoring Outsourcing and Shared Services, demonstrate the broad diffusion of this management practice, which has been intensified by globalization and information/communication technology.

This study, made both from the outsourcer's and supplier's perspectives, seeks to demonstrate that truly extended organizations are emerging, with synergy for both parties. In the emerging Brazilian market, the City of São Paulo is increasing as an important global destination for offshoring, showing a great potential for facility management services.

The business process outsourcing models in facilities management are analyzed by the author in its phases, with the risks and benefits of this transformation strategy being properly identified. In addition, due to Brazilian market peculiarities the author proposes a merging of the models examined in this research.

The research methodology adopted was the literature review in which the originality of the text is in the search of a systemic view of the outsourcing process in FM, with the additional intention to contribute further to the appropriateness of this tool to the Brazilian market.

Outsourcing FM is a practice of leverage the results with cost reductions and capability aggregation within the reach of any organization, regardless of their size, industry or life cycle. Companies seize upon this strategy according to various aspects: culture, maturity, positioning. Those who are more successful in this strategy can seize the opportunity to "extend" the company, establishing links with the supply chain and increasing its capillarity in the web of business relationships.

The adoption of the BPO framework models helps the organizations in planning their business process transformation in order to promote both operational and effective strategic changes, and also to reduce risks in adopting an inappropriate model, instead of a best practice.

Keywords: BPO-FM, Offshoring, Framework Models, Transformation Strategy

1. Introduction

The clear and profound changes that are currently underway in all areas of business due to the revolution in information technology have led organizations of all kinds to restructure quickly. From this observation, one important general nature conclusion may be made based on this research, using observations obtained from several sources. Outsourcing, in all its forms, is growing in importance and scope as transformation strategy adopted by organizations, probably because it has proved synergistic with the systemic philosophy that permeates the human thought today, but what is more relevant is that this emancipation of outsourcing is a function of three considerations: cost, focus on competence, and revenue.

According to Professor Ravi Aron, operation and information management professor at Wharton School, “the boundaries of companies are shrinking in many fields, while they are magnified in others. Aspects before administered inside the company became market transactions. It is emerging an extended enterprise model, where companies relinquish direct control and, instead, bet on monitoring”. The fact is that this new form of organization, “extended and with digital links that go beyond borders”, in which activities that were previously managed within companies have become market transactions, is absolutely compatible and coherent with the strategy of outsourcing.

The Facility Management (FM) outsourcing or subcontracting is a practice of leverage results in lowering costs, increasing revenue and aggregation of capability, within the reach of any organization, regardless of its size, industry or life cycle. Companies use this strategy according to various aspects: culture, readiness, maturity, positioning. Those who are most successful in this strategy were able to seize the opportunity to "extend" the company, establishing links with their suppliers and increasing its capillarity in the web of business relationships.

1.1 The Latin American and Brazilian Facility Management markets

Trends applied to the Brazilian FM market were identified in the research, which presents a stigmatized situation in the adoption of the outsourcing strategy. The point is that in Brazil mostly service takers do not recognize the added value that outsourcing can provide and the sub-contracting comes up on a superficial level, by simply hiring direct labor for the implementation of support services. Precisely to avoid this “crisis of expectation” and to contribute to the construction of a culture of strategic outsourcing is that the work sought to present the arguments and trends identified in the business literature on the subject. This is certainly the biggest problem existing today in the Brazilian market: the service taker demands value aggregation and business transformation, but doesn’t offer broad spectrum of activity, and the service provider, to break entry barriers, accepts fewer functions and end up not presenting innovations due to the imposed restrictions. This entire scenario is still worsened by the predatory competition practiced by the informality of some companies of the sector.

The central hypothesis of the research raised the question of the ability of process integration between the contracting-out organization and its subcontractors and, additionally, the question of the need for education of both parties on the characteristics of the process. In an allusion to the marriage, there is a need for a good “preliminary” preparation to increase the chances of a successful and lasting marriage. Because of its similarity to the concept of outsourcing itself, since these processes are non-core or peripheral to most businesses, FM has a natural vocation for outsourcing.

Among its various forms, deserves notability the outsourcing outside the borders (Offshoring Outsourcing - see figure below), a growing phenomenon in the global economy and a promising market for Brazilian FM, specifically at the city of São Paulo, which was identified as one of the main destinations of the world for this kind of outsourcing.

According to a research from Jones Lang LaSalle (2004), São Paulo is the second best city in the world for the

The Development of Offshoring

The Offshoring Development.
outourcing of jobs in the offshoring outsourcing model, due to the quality of its business environment, human capital and supply chain. In this criterion São Paulo only loses to Manila, the capital of the Philippines, mainly because it is an English speaking country.

There is also the outsourcing market focused on the shared service’s centers of the large company groups, which was identified by the work as another important opportunity of business and maturing of the business process of outsourcing (BPO) in the facilities management. Finally, is presented the macro economic megatrends for the coming years, in ways that it could interfere in the direction of outsourcing deals involving FM in Brazil, i.e. the Brazil’s ascension to the group of the largest economies in the world.

2. The Analysis of the FM Outsourcing Models

With respect to the investigation itself on the outsourcing processes standards in FM were presented three models:

1. One of U.S. origin, which is based on the research conducted jointly by A.T. Kearney and CAPS Research (2005), a broad range study of great importance held on the subject, which estimates that companies still manage internally over 90% of its routine operational services, what represents a great opportunity for providing services companies of infrastructure and facilities management;

2. Another from Europe, proposed by Franceschini, F. et al. (2004) which presents a generic model for outsourcing, with strategic focus and four main steps: internal benchmarking analysis, external benchmarking analysis, contract negotiation and management of outsourcing;

3. And the last one from Saudi Arabia, which has achieved remarkable growth in developing urban infrastructure in the past three decades, performed by Hassanain and Al-Saadi (2005), focused on BPO in the FM for municipalities (see diagram below)

From the study of the models surveyed, it was proposed a synthesis of the models, resulting from the symbiosis of the other three, and consistent with the peculiarities of Brazilian culture of business in this sector. This synthesis is given above, in its phases and main aspects:

Some specific points are especially important to be observed during this process. At the “identification of the business core activities and non-essential ones” phase, the decision on outsourcing versus Improvement on the Business Process takes place. It is the turning point of the whole process.

As the outsourcing strategy is decided, “the procedures systematization for identifying business process candidates for outsourcing, based on the analysis of competitiveness” happens in five steps:

1. the evaluation of internal references (benchmarks);
2. the standard costs nature;
3. the identification of the Costumer X Vendor relationship nature; (4) the identification of outsourcing targets; (5) the outsourcing risk management in FM.

Next, during the outsourcing agreement development there are some key points to be carefully watched: the evaluation of strategies for supply / assistance; the agreement scope and the Service Level Agreement (SLA) development, with its Key Performance Indicators (KPIs); the suppliers pre-qualification and the proposal requests (RFI / RFP-RFQ); the suppliers evaluation and choice; the agreement negotiation; the nomination of the head FM professional.

During the Transition Process planning and the beginning of the relationship management it is essential to manage the Information Technology systems integration. To reduce resistance and to improve the change management, one of the key factors is to achieve the internal staff support. One of the precautions taken in the core of the work was to present the stages of the synthetic model in detail, so that, wherever possible, could be added to each stage a dedicated and relevant methodological tool for implementation, analysis and / or planning process in question, in order to enrich the didactic use of the model in practice.

In the presentation of each phase of the model development, some topics were highlighted because of their importance in the process and peculiarities in relation to the Brazilian context of facilities management. This is the case of the item “The Outsourcing Risk Management in FM” which for the depth of the theme itself also offers enough content to an exclusive and comprehensive research. This was also the case of the “Request continues on page 12
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continued from page 11

discussion. For Proposals – RFP*, whose wide - although contested - adoption deserved a different comment because of its paradoxical nature. The dilemma is: to do a bureaucratic and closed process or a collaborative and open one.

Furthermore, in order to increase the transparency, the outsourcing agreements tend to evolve from fixed price contracts to contracts based in a management fee plus reimbursable expenses. More than make the profits explicit, these agreements complies with the requests of Sarbanes-Oxley Act which prescriptions are influencing the international trades since 2002.

3. The risks and benefits of Outsourcing

To provide an overview among the risks and benefits for BPO FM, an interesting table was made after the literature review, including Barrett (1995) and others, enriched by the author’s experience and yet, according to the perception of the answers to the inquiries of Monczka, R. M. PhD et. al (2005) and Hassanain et Al-Saadi (2005).

4. The Interface Professional

Another interesting item extensively explored was “The Nomination of the Head FM Professional” which deals with the fundamental role of the interface professional in facilities management. It presented aspects of professional practice and the profile of required skills in this central pivot of the outsourcing process in FM. In the model below, Nutt (2000), quoted by Grimshaw (2003), shows an approach based on “resources”, with its four “tracks” for the future in facilities management profession, highlighting the fact that the interfaces among the four infrastructure business focus are changing. The model provides a framework for evaluating the issues in the tensions that occur in the six interfaces among the four tracks. Grimshaw concludes that “the management of these interfaces to ensure that tensions are creative rather than destructive defines the challenges facing the management of facilities today and tomorrow”.

The facilities manager has a natural inclination to take up the role of professional interface between the companies in an outsourcing relationship. And one of the key factors for success in fulfilling this role is autonomy resulting from an organizational structure focused on service delivery: the higher and more sustainable the facilities manager autonomy associated to a support structure (back-office) able provide technological resources, administrative support, performance indicators, procedures, training and possible reinforcements in mobilizing task forces, the better the synergy resulting from outsourcing, as concluded by Jungman (2000).

BPO FM is also a strategic solution for the Public-Private Partnerships, helping in funding and operating the facilities management in public infrastructure. Contracting-out specialized services by public companies is a broad range and important market to facilities management and facilities services private companies, and is a well succeeded model in several countries, i.e. Great Britain. Due to its importance as a model and idiosyncrasies, BPO-FM in PPPs is a major theme who deserves itself a specific research, reinforced by the business potential in this emerging market in Brazil.

5. Conclusion

The outsourcing opportunities in Latin America region have been growing very fast in the last five years, but there is still a lot to grow both in quantitative and qualitative ways. Likewise, the looking at the outsourcing FM market in Brazil is a new research area. There is not enough available statistics and surveys on this theme, even though the Brazilian market is enormous and emerging.

The adoption of BPO FM in Brazil is still in the beginning. Some big international players are already doing business here, mainly at the City of São Paulo, identified as one of the main global destination for offshoring outsourcing. Besides, facilities management and services are systematically subcontracted by the big Brazilian companies and multinationals. But there is still a huge middle market to be explored.

The major contribution intended with the research about the outsourcing models was to reduce the risks and mistakes during the evaluation of a business process. Many companies fail in outsourcing due to the lack of planning, and consequently missing the opportunity to choose the best model to adopt. This is very common in the Brazilian market, where outsourcing is still in development. An example is the PPP model, actually in a very embryonic stage.

Besides, the legal environment in Brazil still impacts the decisions about BPO when risk management is taken into account. On the other hand, companies tend to use more and more BPO as a transformation strategy, while service providers strengthen their capabilities and business platforms to be a trustful alternative. The information technology is the vehicle which is boosting the changes. A new organization is arising, crossing borders and transforming insourced activities into market transactions.

Similarly, the role of the FM professional is changing into an interface manager, linking basically

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Table: Reasons for Outsourcing and it's perception of priority.

<table>
<thead>
<tr>
<th>Source: made by the author.</th>
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### Reasons for Outsourcing

<table>
<thead>
<tr>
<th>COSTS</th>
<th>Priority</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operational cost reduction / generate economy in scale</td>
<td>High</td>
</tr>
<tr>
<td>Reduce the capital investment</td>
<td>High</td>
</tr>
<tr>
<td>Transform fixed costs in variable</td>
<td>Medium</td>
</tr>
<tr>
<td>Downsize the head count / reduce space</td>
<td>Medium</td>
</tr>
<tr>
<td>Increase competitive intelligence</td>
<td>Low</td>
</tr>
</tbody>
</table>

### FOCUS ON COMPETENCE

| Focus on core competence / strategic approach on services | High |
| Liberate managers time to focus on major priorities | High |
| Provide more creativity and innovation to increase processes | High |
| Increase productivity / operational efficiency | High |
| Gain access to the last technologies, not yet available in the company | High |
| Add value (without extra cost) / quality | High |
| Gain access to specialized capability | Medium |
| Provide alternatives to build capability | Medium |
| Create additional production capacity | Medium |
| Supply capability reserve (back-up) | Low |
| Align with philosophy / culture / company policy | Low |

### REVENUES

| Increase flexibility and response capacity | High |
| Increase market speed | Medium |
| Reduce customer response time | Medium |
| Increase quality | Medium |
| Raise the revenues | Low |
| Gain access to markets | Low |

### The next table lists the main risks and disadvantages of outsourcing followed by its grade of importance to the organizations. This table has the same sources as the previous.

<table>
<thead>
<tr>
<th>Disadvantages / Risks of Outsourcing</th>
<th>Importance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Perception of lost on suppliers control</td>
<td>High</td>
</tr>
<tr>
<td>Protection of intellectual property / confidentiality / information security</td>
<td>High</td>
</tr>
<tr>
<td>Conflicts with the policy / philosophy of the organization</td>
<td>High</td>
</tr>
<tr>
<td>The existing cases aren’t enough to anticipate new management problems</td>
<td>High</td>
</tr>
<tr>
<td>Risks in selecting weak / incompetent suppliers</td>
<td>High</td>
</tr>
<tr>
<td>Outsourcing agreements expire or get outdated</td>
<td>High</td>
</tr>
<tr>
<td>Week innovation capacity</td>
<td>High</td>
</tr>
<tr>
<td>Apprehension with the relationship between employees and community / union</td>
<td>High</td>
</tr>
<tr>
<td>Dependence on supplier: commitment, availability and continuity</td>
<td>Medium</td>
</tr>
<tr>
<td>Difficulty to revert to insourcing</td>
<td>Medium</td>
</tr>
<tr>
<td>Transaction costs (e.g. procurement cost of alternative suppliers)</td>
<td>Medium</td>
</tr>
<tr>
<td>Monitoring costs (e.g. if the subcontracted requires more than the insured)</td>
<td>Medium</td>
</tr>
<tr>
<td>Loss of internal capability / expertise for a long period</td>
<td>Medium</td>
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### Disadvantages / Risks of Outsourcing (cont.)

| Importance |
| Loss of support base | Medium |
| New applications owned by subcontracted | Medium |
| Loss of internal knowledge for a long period (information) | Low |
| Hidden costs | Low |
| Subcontracted becomes a competitor | Low |
| Keep the organizational climate | Low |
| Failure in previous outsourcing | Low |
| Legal restrictions on labor force contracts | Low |
| Department downsizing | Low |

### Table: Reasons for Outsourcing and it's perception of priority.

Source: made by the author.

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Continues on page 13.
The business process outsourcing strategy in facilities management

continued from page 12

The paper concludes by suggesting a deeper survey among major Brazilian contracting companies in order to map and analyze the stage of actual development of the outsourcing management, its key-decision factors, its development and implementation improvements in a feedback system, the target activities for outsourcing and its organic growth, and the reach of the risks and benefits in a fast growing scenario.

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

by Ass.Prof. Ing. Viera Somorová, Ph.D

One of the objectives of the European Standards, in particular the forthcoming third part, is to improve the services of facilities management. One of the conditioning factors in achieving this objective is the qualification of facility managers - the professionals who manage the services or carry them out directly. This brings us to the question of education in the field of facilities management, primarily at high school and university level. Graduate facility managers with theoretical knowledge, having gained experience in practice, become highly qualified experts in the field of facilities management.

This article is an overview of the status quo of education in the field of facilities management in Slovakia.

The Resource Model of Strategic Facility Management


About the author:

MACEDO, Carlindo Martins. Graduated in Architecture and Urbanism (FAU/Mack), MBA in Facilities Management (PEC/EPUSP), specialization in Latin American Facilitators Training (AOTS/JAPAN), specialization in Shopping Centers Management (FIA/FEAUSP), specialized in Creating New Business and Small Business Administration (CEAG/FGV). Founder and Director of the Association of Facilities - ABRAFAC, occupied important positions at Camargo Correa Group, including the Shopping Jardim Sul Operations Manager. With passageways at Jones Lang LaSalle, where he served as Commercial and Operations Manager, has responded furthermore, for the business strategies, marketing and facilities of Trump Realty Brazil. Provided commercial and operating consulting services for two of the largest parking companies in the country: Estapar and Maxipark, and currently holds the position of Sales and Marketing Director at ISS Facility Services Brazil.

The aim of the organization dedicated to managing supporting activities, in the form of facilities management (in/outourcing), is not only to optimize operational costs, but also more importantly, to improve services rendered. The definition of the quality of facilities management services has already been questioned by the European Standard STN EN 15221-2, but it failed to indicate exactly how it can be determined. The process of determining the quality of facilities management services is specified by the newly prepared prEN 15221-3, entitled “Guidance on Quality in Facility Management”. Its goal is to give instructions for achieving, improving and measuring the quality of FM services.

In the forthcoming norm, the quality is defined as the level of fulfillment of the prescribed requirements, as defined by a client, customer, an ultimate user or organization. These requirements are based on the needs and expectations of users in the field of FM services. Information about the quality of the service provided can be obtained from the key performance indicators (KPI). A decisive factor for improving the rendered services is the qualification of employees, by whom these services are performed in the capacity of facility managers. The facility managers should be technically oriented specialists, having knowledge in the field of management and construction economics. A good facility manager is a person with rich practical experience, and struggling to ensure that tensions are creative rather than destructive.

An interesting perspective to make the research more complete would be a closer examination over the perception of quality in facility services. The integration process between companies, both the contracting and the subcontracted parties, using the concept of the Service Level Agreement is a large field to be explored in a research.

The new norm is a project prepared by Ass.Prof.Ing. Viera Somorová, Ph.D.
acquiring more information about FM by means of further education. Surely this is the only way.

Facility management has long been applied in the world. The FM profession is known in countries of the European Union, but especially in one of the early homes of facilities management, the USA, where it has already been applied for many years. As far as the post-communist countries are concerned, this profession can be likened to the learning process of a schoolboy. It is obvious that the need for education is of greatest importance for the schoolboy, whose experience is not as extensive as that of the adult man.

“The facilities management profession has come of age. Its practitioners require skill and knowledge.”

www.bifm.org.uk

Both in my professional undertakings, as well as through my personal contacts, I have been well acquainted with the demands of the providers of FM services. These demands include the desire to supply new facility managers into practice. Individuals who, after gaining appropriate experience in their jobs, would have the knowledge and experience to enable them to operate as qualified workers.

As facility management in Slovakia gradually penetrates into the awareness of professionals, so the demand for education in schools proportionally grows in this field.

Nowadays, organizations have been established which offer different courses of study to the public, aimed at the individual development of citizens within the lifelong education in the field of FM. However, this task of educating would be more effective if assigned primarily to high schools and universities. A reverse model should be created, namely, educational institutions should be assigned primarily to high schools and universities. A reverse model should be created, namely, educational institutions should aim at tapping FM practitioners who are already pursuing a career.

The first step in introducing a facility management study programme is the implementation of a postgraduate course, designed for both graduates of our university, as well as for professionals from the field. During the academic year 2009/2010, a total of 36 undergraduates participated in the programme. The postgraduate course also met with a very good response, and in the winter semester of that academic year, as many as 27 students were admitted, with some of them having to be deferred entry until the summer semester.

The study programme is divided into 5 sections: The Introductory section focuses on FM itself, with participants being acquainted with its history, its forms of application (in/out-sourcing) and also with the European Standards in Facilities Management. The section aimed at Energetic Management is devoted to the energetic audit, certification, and to the monitoring of buildings. An important part of the responsible work of facility managers is quality, which is covered in regular lectures within the section dealing with the Managerial Quality System. The technical report is incorporated into the section aimed at the Maintenance of buildings. Other important components of the performance of a facility manager are communication, control of situations and competence. The issue of personal management is presented to participants in the Human Resource Management section.

Through the mutual relationships established with the University of Applied Sciences in Kufstein in Austria, and as part of the SOCRATES exchange programme, many students completed a one-term study abroad, aimed at gaining knowledge in FM. Many of them have since become successful facility managers. Bilateral agreements are also in place for teachers, within the University of Kufstein and the University of Bolton.

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

Conclusion

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

I, too, am of this opinion.

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SLAs must be complemented by experience level agreements

End user experience all too often ignored

by Vincent Peeters, Sales Director, Compass Group

Organizations prefer to evaluate facilities services based on ‘hard’ factors. The perceived quality experience of end users is often not taken into account, while it seems that end users feel that there is something missing in their communication with FM employees. How can we resolve this?

Service Level Agreements in the area of facilities services are too focused on ‘hard’ factors such as the measurable quality of the services. The experience of end users is given little or no attention. SLAs seem inadequate for this purpose and, moreover, they do not always do anything to improve the perceived quality of the services provided. This remarkable conclusion is derived from recent research by the facilities services provider Eurest Services and the NHTV University of Applied Sciences. How should organizations approach this issue in practice?

Research into user experience

In the autumn of 2009, Eurest Services and NHTV University launched a large study among more than 1,200 employees in the Netherlands who worked in commercial buildings with more than 100 employees (where the facilities services were outsourced to various FM service providers). The employees’ experience of facilities services was the central focus of the study.

Importance of facilities services

The study yielded some interesting results. For instance, it appears that 68% of Dutch employees genuinely understand the importance of facilities services. This is only logical, when one considers that catering, cleaning and security, for example, meet three very important human needs: food and drink, hygiene and safety. People can only perform their work properly if these services are organized correctly. However, according to Dutch employees, management and quality assurance still leave a lot to be desired. Nearly one in three employees believes that the operational execution of facilities management within their organization is too process-oriented. They often work with forms, signatures and established procedures – and the end users would prefer more than just that. Less of that.

What determines the end user experience?

How end users (i.e. Dutch employees) experience facilities management depends, in the first instance, on the performance and quality of the product or service provided. That is hardly a surprising result and has also been demonstrated by several previous studies.

The role played by communication, however, should also not be underestimated. Facilities management is still all about people. Communication between the service provider, the FM staff and the end users is an essential factor in determining end users’ experience, and therefore their satisfaction. When it comes to facilities services, end users all too often have the feeling that no one is listening to them. And this aspect is also given far too little attention in SLAs.

SLAs complemented by soft factors

The quality of the experience perceived by end users is missing from SLAs. This experience includes ‘soft’ factors such as interactions (communication) and expectations. These can be measured and addressed by means of interaction moments, measurements of customer satisfaction or a central point for observations and comments about the provision of services. It would seem to be a good idea to supplement the SLA with an ‘ELA’ (Experience Level Agreement).

Better service provision, lower costs

So how can organizations approach this issue? This is something of a dilemma, especially given the constant pressure to make savings. Improving communication, e.g. by increasing the number of contact moments and opportunities for interaction and by conducting measurements of satisfaction, generally entails additional costs. However, in spite of the importance of facilities services within organizations, cuts are often made in this area.

Another direction might be to provide a better level of service at a lower cost. A multi-service approach could assist in this, as the individual services are able to reinforce each other. This synergy between the various departments can also have a positive impact on the experience of the end user, so that in this case 1 + 1 = 3.

With a multi-service approach, a single SLA is drawn up for all the services. This makes it easier to focus on the factors that determine the end user’s experience, thus bringing us one step closer to an integration of the SLA with an ELA (Experience Level Agreement).

Multi-service approach with SLA & ELA

If such a multi-service approach is adopted, organizations should take the following three preconditions into account.

1. Partnership

It is essential to have a genuine ‘partnership’ between the organization and the facilities services provider, rather than the usual customer-supplier relationship. Only a close collaboration between the two parties can ensure that the users’ wishes will be translated into a successful management of user experience via the SLA and ELA.

2. One team, one manager

With a multi-service approach, synergies often occur between the various facilities services. The employees in the catering, cleaning, reception and other service departments are, after all, colleagues. This leads to a more coordinated working method being adopted for the facilities services, under the direction of a single manager who is ultimately responsible, and accountable, for all of them. This makes it easier to adjust the services to the wishes of the end user, because there are no longer any grey areas between the various services.

3. Bundling of services

In the conventional view of facilities management, the various technical services are seen as separate and isolated, while in practice this is not the case. With this approach, the organization will be unable to work in harmony with the wishes of the end user, because in practice these services are not thought of as separate, but as the FM support environment. Bundling the various services under the direction of a single manager is therefore a logical solution.

Multi-service approach in combination with an ELA

It is no longer enough to assume that end users will be happy if their offices are cleaned every day and they can buy a tasty, reasonably priced lunch. The wishes of employees extend beyond this; the experience of the facilities services as a whole, not on the basis of the individual services, is also an important factor.

The measurement of end-user satisfaction with each service, and also the overall user experience, are elements that are still all too often absent from SLAs.

The full benefit, however, of adding the ‘soft’ user experience factors and the Experience Level Agreement to an SLA can really only be achieved if a multi-service approach is adopted. In this case, the various facilities services can be better coordinated with each other and measured more effectively as a whole.
Out and about with the Chairman

Wayne Tantrum, Chairman EuroFM

Spring is in the Air!

Where did January & February go? Suddenly, the snow is a diminishing memory in some parts of Europe, the sun is shining (here in UK anyway), and the evenings are getting light again!

The FM sector also has an upbeat feel, judging from the people I have spoken to - decidedly more so than this time last year, when the market was very sluggish and opportunities scarce with margins tight.

Well may this be, but I wanted to use my slot this month to remind people of the early days in positioning of FM in Europe before we had recognition as a profession, and the important role that EuroFM has played in assisting the profession to be influential across the European stage.

EuroFM History

Today’s EuroFM can trace its history back to the late 1980s, to a time when facilities management was beginning to get a foothold as an emerging profession. The very first exploratory meeting to create a European FM network was hosted in The Netherlands in 1987, by Mr. Bart Bleker. He helped to support and develop the association until 1990, and was, in essence, its informal Chairman.

In 1993, the European Facility Management Network (EuroFM) was born, and officially registered by NEFMA, the Dutch FM association now called FMN, together with the Danish FM association, DFM and the Centre for Facilities Management in the UK led by Professor Keith Alexander. The diversity of the founders explains the early focus of the association on ‘Practice, Education and Research’.

Professor Keith Alexander took over and formally chaired the association from 1993 until 2000. EuroFM has been very fortunate over the years to have been supported by a number of exceptional people who have all had the common goal to advance FM across Europe, and who have been instrumental in getting EuroFM to where it is today.

These past Chairmen, and, dare I say, “visionary leaders” of the FM profession, are also well respected in their own countries and markets:

The struggle for recognition for FM as a profession in the early days was hard. Each one of the 27 European national FM markets developed at its own pace and in its own direction. There was no consistency of approach, as most countries were still trying to identify the meaning of facilities management in their local market. In some countries it was part of real estate or hard services, and in other countries the focus was more on soft services.

FM in the USA was way ahead of Europe at this time, with the National Facilities Management Association being formed in 1980, changing its name when Canada joined a year later to the International Facility Management Association (IFMA). IFMA helped develop the European FM market by assisting groups of FM in emerging European nations to found their national IFMA chapters, and by organising the World Workplace Europe conference in collaboration with EuroFM. At the same time, several countries also founded a Centre for Facility Management or developed faculties for FM education and research universities across the continent.

In those early days, there was a real need to promote FM as a profession across Europe, and to develop EuroFM to support it. Over its first 25 years, EuroFM has developed from a small network organisation, to its position today as the main European representative of management of facilities and services.

In those early years, EuroFM focused on:

• grouping organisations of facility management experts existing in different countries, and individual facility management experts, into a European network
• to promote the establishment of such organisations in countries in which they do not exist
• to promote the inter-relationship of participating associations
• to promote mutual hospitality between participating associations and the members thereof
• to encourage and promote (international) symposia, conferences, information meetings and business meetings on facility management and related fields
• to encourage and promote any other activities that may contribute to the objectives of the association.

Our mission of EuroFM now is quite simple:

“The advancement of knowledge in Facility Management in Europe and its application in Practice, Education and Research”

Today, the association focuses on 5 core areas:

1. Promoting FM across Europe
2. Adding value to our members
3. Financial stability
4. Dissemination of knowledge and information
5. To facilitate networking opportunities to share best practice.

EuroFM now reaches European universities and educational institutions representing 14,000 students; national associations from 23 countries representing 22,000 members; 17 FM service providers representing approx. 110 billion Euros and 1,300,000 employees; 2 corporate clients; 30 publication partners from 18 countries representing approx. 65,000 readers. It represents a market of approx. €640 billion or 5 to 8 % of GDP.

The open network of professionals, academics, educationalists, practitioners and researchers generates a rich mix of activity. Projects and activities are initiated by four network groups:

• the practice network group
• the education network group
• the research network group
• the corporate associates group

These groups form the life blood of EuroFM, where the members are involved in an open exchange of information and experience through meetings, seminars and workshops, through collaboration in research projects, and through the development of joint educational programmes.

Proceedings of these activities are disseminated through the association via the EuroFM website, an annual conference, and three EuroFM member meetings, hosted by members in their local markets, and through newsletters such as EFMI, research papers and publications.

The subjects of the network groups are the focus for all members’ activities and initiatives. Each member organisation can belong to any one of the 4 Network Groups, according to their interest and/or resource.

EFMC (European Facility Management Conference) 2011 Vienna Austria


The annual conference EFMC represents the “jewel in the crown” for EuroFM. This is a joint collaboration between EuroFM and IFMA as principle organisations, and the sole purpose of this conference is to raise the profile of FM, through the development of cross-border FM service partnerships, multi-cultural networking and the sharing of best practice.

In 2010, Madrid hosted our conference, which attracted over 550 delegates from 40 countries. Below, we can see the demographics by job function.

The combination of a Business Conference with a Research Symposium proves to be successful if integrated carefully. The links between research and practice are crucial to delivering added value to delegates.

This year’s conference will take place in Vienna Austria from 23rd – 25th May 2011, and the theme is “Cracking the productivity nut”. It will also feature EuroFM Awards in the following four categories - Partners Across Borders; Researcher of the Year, Student of the Year, and, new for this year, Excellence in Sustainability.

This new category is a strategic...
Research Network Group

Antje Junghans, Chair

RNG Spring Meeting in Brussels
The Research Network Group held their first meeting under the Chair of Prof. Dr.-Ing. Antje Junghans on 25th and 26th February 2011. The participants represented 10 institutions from Bulgaria, Switzerland, Denmark, Germany, the Netherlands, Norway and the United Kingdom. Former Chairs Dr. Margaret Nelson, Prof. Dr. Per Anker Jensen and Prof. Keith Alexander were also among the participants.

At the EFMC 2011, Margaret provided an overview of the 10th Research Symposium. She explained that the scientific requirements are in accordance with international standards. All articles undergo a double-blind review. Both abstract and paper are assessed by renowned scientists under the criteria of compliance with good scientific practice. EuroFM plans to publish the papers in a scientific journal.

Antje presented the results of the RNG survey on the European research agenda. A total of 17 universities from 9 countries participated in this survey, which provides a systematic overview of planned research projects, experiences, prospects and concrete projects related to FM research in Europe. The result will form the basis for the development of the European research agenda, which will take place in cooperation with the PNG, ENG and CANG.

Another area of priority was the preparation of the Research Symposium for the EFMC 2012 in Copenhagen. In addition, the decision was taken to reinstate the Postgraduate Network. ZAHW and Hanze University will conduct a study on this, and the corresponding results will be presented in the Autumn Meeting.

10th Annual Research Symposium in Vienna
The 10th annual EuroFM Research Symposium will take place in Vienna, Austria from 23rd to 25th May 2011 including the European researcher of the year award, scientific presentations, workshops and discussions.

RNG Autumn Meeting in Munich
The Autumn Meeting will take place on 10th and 11th November 2011 in Munich. The agenda will include an update on the Research Symposium of the EFMC 2012, the planning of the European Research Agenda and the presentation of the results of the study on the Postgraduate Network.

11th Annual Research Symposium in Copenhagen
The 11th Annual Research Symposium will be held in Copenhagen, Denmark from 23rd to 25th May 2012. The Call for Papers will be launched at EFMC 2011 in Vienna. Please visit http://www.efmc-conference.com/ for further details of programme and registration.

Ongoing RNG-Projects 2011

EuroFM Value Added Project. For more information about this research or to participate, please contact Prof Per Anker Jensen, Centre for Facilities Management, DTU punk@man.dtu.dk

EuroFM Workplace Management Project. For more information about this research or to participate, please contact Dr Savi Nenonen, Facility Services Research Group (FSRG), Helsinki University of Technology, suvi.nenonen@tkk.fi

The RNG encourages researchers, professors, PhD students and professionals to be active in the advancement of knowledge in FM. All EuroFM member organisations are invited to participate via a representative. New members are always welcome.

The results of the European Facility Management Research Network Survey are featured on Page 4.

There is something to be gained by all facility professionals, and, as in previous years, we anticipate a global representation of the industry in attendance. I hope to see you all there.

EuroFM and the Future

What started as a small network in 1987 has become a major force in promoting FM across Europe, influencing the European Parliament, and therefore defining the facilities management profession into the future.

By innovating ideas, helping disseminate knowledge and networking, I am confident that EuroFM will continue to be a strong voice for the promotion of our industry.

Its success in the past, present and future depends on members of the EuroFM Board, who dedicate their time free of charge, and on members from 23 European countries who want to make a difference.

Warm regards to all.
Wayne Tantrum
Chairman EuroFM

Education Network Group

Klaus Homann, Chair

Brussels Meeting February 2011
The focus during our meetings in Brussels was laid on the discussion of the European Model of Competencies. The new Dutch model, developed by LOOFD, was presented to the network group and it was agreed that this model suits very well as basis for the further development. The discussion of competencies of Facility Managers will also be the focus of attention during EFMC in Vienna, with a plenary discussion centred on the issue.

ENG agreed that the network group is also open for professional educators and we warmly welcome new members from this sector to our network.

Education Section - Website
The content for the education section has to be developed. All network group members are invited to submit their proposals to Klaus Homann (klaus.homann@eurofm.org). Our education guide is an important part of the website. Please remember to submit the details of your education programs! It is easy and convenient!

EFMC Vienna: Student Poster Competition and European Student of the Year

For this year’s poster competition, we have received 21 poster submissions from five countries, with 28 students from ten universities participating in the pre-selection process. The jury for selecting a maximum of fifteen posters for Vienna consists of Olav Eigr Saboe (Nordic FM), Dr. David Martinez (Chair PNG), Gordon McMillan (Chair CANG), Klaus Homann (Chair ENG) and one member from RNG (to be appointed).

All students will be notified before March 27th 2011 whether they have been selected or not. Students whose posters are accepted will be invited to the Poster Competition during the EFMC in Vienna. They will receive free entry to the conference, 2 nights BB&B during the conference and an invitation for the social program.

Practice Network Group

David Martinez, Chair

By the time you are reading this, many of you will be getting ready to attend the 2011 European Facility Management Conference, which will take place in Wien from 23rd to 25th May. This is, without a doubt, EuroFM’s largest and most important event, and one of the main activities of the Practice Network Group. This year, the theme “Cracking the productivity nut” will bring the FM discipline, the organisations and its core business, closer together. Although it is difficult to measure productivity, it will be well proven how a good FM strategy contributes to the profitability of the companies in which it is implemented.

The conference was a topic of discussion at the last PNG meeting in Brussels, with speculation taking place on how the conference will look like in three or four years’ time. We wondered if: it would be all digital; there would be more networking than knowledge transfer; it would be open worldwide; there would be shorter but more condensed presentations, fewer but better speakers, etc. Following this, we decided to explore what we want for the future of the conference, and in meetings to come, ideas and possibilities will be investigated and analysed. Along with the Educational and Research Networks, we continue exploring how to embrace projects together, in a way that will strengthen the relationship among networks.

I must thank Jos Dachamps for his dedication and for the completion of the first FM Market Data Report. Although we called it a “final draft”, it is definitely a strong first step to work on. Some compliments regarding the work, heard at the presentation on the PNG meeting, included: easy to use, simplicity, business orientated, can be used as a reference guide, lack of technical complications, etc. A second edition of the report was approved and we will start on it shortly. There is a lack of data for many countries, so if anyone reading this is willing to help, please contact us. A copy of the report will be sent shortly (after amending small details) to all members, and we will explore the best way to exchange information of the contents and improve the next edition. An unofficial date for the second report might be the EFMC12 in Copenhagen.

We are also preparing a report where the vision of the future of the discipline will be analysed by a group of experts in different fields related to Facility Management, to establish a roadmap of actions, projects, conference themes etc. We will all have more information about this project at the Practice Network Meeting at EFMC 2011.

I hope to see you all in Wien for an exciting conference.
### Editorial Board

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Representing Workspace Facilities and Services

The EuroFM Network association represents:
- 23 National Associations representing 22,000 members.
- 29 Publication Partners representing 85,000 readers.
- The European Workspace Facilities and Services sector.
- 5% of European GDP, approx. € 640 billion revenue.
- 16 Service Providers with € 110 billion turnover.
- Universities and Educational Institutes representing approx. 14,000 FM students.

Facility Management is the integration of processes within an organisation to maintain and develop the agreed services which support and improve the effectiveness of its primary activities. The scope of FM consists of ‘Space & Infrastructure’ (planning, design, workplace, construction, lease, occupancy, maintenance, furniture, cleaning, etc.) and ‘People & Organisation’ (catering, ICT, HRM, HS&S, accounting, marketing, hospitality, etc.).

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