



# INSIGHT

## In Brief

**We transform the complex into simple solutions**  
Maria Elisa Dalgri

Page 2

**BIFM qualifications**  
Linda Hausmanis

Page 3

**Facilities market contracts again**  
Thijs van der Spil

Page 5

**Development for workers' well-being**  
Lionel Cottin

Page 10

## Education

**New dimensions to Applied Research in FM**  
Pekka Matvejeff

Page 4

## EFMC News & Reports

**EFMC News & Reports**  
Reports from the Chairman and the Practice, Education and Research network groups

Page 11

## FACILITY AKTUELL

Welcome to an European FM Insight's new Publication Partner.

It is a pleasure to welcome FACILITY AKTUELL. They call themselves the Austrian monthly newspaper for the efficient management of buildings and facilities. Although the newspaper is only a few years old it covers Austria overall and the editorial focus is on market information and communication in the Real Estate market as well as on competence development and professional management issues in RE and FM, reflecting both investor/owner and user interests. The publication also focuses on Sustainability in its section entitled "Sustainability Facility Actual Extra".



USA

## Think it's just soap? Think again

by Tom Wirostek

**Faced with so many critical decisions on a daily basis, it can be easy for facility managers to overlook skin care and think of it as a simple supply item, or for it to fall off their radar screens completely.**

However, recent data demonstrates that taking a passive approach to skin care products, such as soaps and hand cleansers — or simply buying on price alone — could be a big mistake. This is especially true in manufacturing or industrial environments where hands are exposed to frequent washing with harsh, often abrasive, materials.

According to the U.S. Bureau of Labor Statistics, 10 to 15 percent of all occupational illness is caused by skin disease. Employees in any industrial setting are exposed to a variety of soilings, potential irritants, temperature swings and, at times, difficult working conditions that can lead to visible skin problems ranging from red, sore, chapped skin to serious instances of occupational dermatitis. Occupational dermatitis is defined as a pathological condition of the skin for which occupational exposure can be the main causal or contributory factor<sup>1</sup>.

### The scope of the problem

Skin disease is the most common of all workplace illnesses and up to 40 percent of workers will suffer skin issues at some point in their working life. In addition, the U.S. Bureau of Labor Statistics also reports more than half of working time lost through industrial diseases is due to dermatitis. According to a recent Health and Safety Executive Study in the United Kingdom, more than 4 million sick days are lost in the U.K. each year due to occupational dermatitis. Finally,

continues on page 2

## Comment

**Jacqueline Bakker**

Sales Director, Sodexo  
Netherlands



In the context of tendering and requesting Facility Management services on an international scale, Demand Management often requests a considerably high level of self-performance

from its suppliers. Nowadays, increasingly more clients explicitly request a certain degree of self-performance in their RFPs or self-performance is at least implied in the client's specific requirements. It would seem that the Managing Agent model seems to have lost its appeal. So why has self-performance become so relevant?

Demand Managers are convinced of the advantages of self-performance: it can reduce supply chain costs, bring HR-related advantages and present business opportunities thanks to FM developments.

### Supply Chain Cost Reduction

A high level of self-performance in Facility Management service provision has many cost advantages for the client when compared with the traditional Managing Agent concept. First of all, self-performance avoids the 'double margin' required to cover the costs of both the main supplier and its subcontractors. Secondly, it reduces the number of FTEs required. Think, for example, of a situation in which service operations management and account management can be efficiently organized by the same supplier. Thirdly, self-performing suppliers can provide integrated efficiency-enhancing solutions such as task combination, for example. Logistic services like replenishing coffee machines and photocopiers can be combined and assigned to one team as opposed to using a Managing Agent and having separate contracts for each of these tasks.

The average client is unaware of the typical earnings model of a Managing Agent: on the one hand, they are paid by the client and, on the other hand, they make money from their subcontractors. Consider the percentage of revenue that Managing Agents make from their sub-contractors or, even worse, consider the payment terms they apply including clauses such as no indexation during the contract period, while they themselves receive indexation from the client. The disadvantage to the client is that subcontractors often have difficulties with achieving their margins and they try

to make up for this by underperforming. Any organization that is planning to outsource Facility Management should carefully consider the earnings model of the prospective supplier.

### One single TUPE process and fixed HR-conditions

Most organizations are very well aware of the consequences for their staff of outsourcing and, therefore, they are very careful when choosing their supplier, especially when it comes to HR-policy and the set-up of the TUPE (Transfer of Undertakings) process. In this context, it is widely recognized that using one single FM supplier has its advantages; you need only one TUPE process instead of several and HR-conditions can be established more easily for all employees. As outsourcing can already be a rather sensitive process for those involved, this approach allows the process to be implemented more smoothly.

### Developments in the FM field turn visions into reality

Another reason that the concept of self-performance has become so relevant is because an increasing number of clients want to outsource while reducing costs at the same time. Today, Facility Management is optimized mostly at first- and second-stage generation outsourcing. The only other way to optimize Facility Management is to use the supplier to develop integrated Facility Management services. Taking account of output-oriented specifications and financial boundaries, a self-performance supplier can develop the services a client requires, using an on-site "One Team" approach.

On the other hand, many global FM firms have invested in self-performance themselves for the provision of FM services. Nowadays, some global suppliers are able to provide a considerable percentage of FM services through self-performance (up to 80%).

### Conclusion

It is clear that an increasing number of clients will be demanding self-performance in the context of Facility Management provision. The advantages of self-performance are obvious when compared to other solutions such as Managing Agents: costs can be reduced without having to squeeze the supply chain, there is one single TUPE process involved and one single HR-policy for both the internal and outsourced staff. It can be said that the self-performance approach to Facility Management service provision is an intelligent request being made by Demand Managers today!

## Think it's just soap? Think again

continued from page 1

many cases of dermatitis will result in an average of two months away from work.

Occupational health and hygiene experts recognize that those who are frequently exposed to "wet work," where frequent hand washing is needed or harsh chemicals are in use, are most at risk. These groups include workers in heavy industry, automotive repair and health care. Ironically, while hand washing is critical to maintaining hygiene and removing heavy soil, the irritation caused by hand washing often becomes a major disincentive, compounding the issue.

### The impact on employers

The cost of skin disease in the industrial environment is significant and is widely accepted to be under-reported. The most prevalent problems resulting from skin disease for employers are:

- Increased absenteeism
- Reduced productivity
- Compensation and compliance issues
- Low staff morale
- Possible health and safety or OSHA violations

Under the Management of Health and Safety at Work regulations 1999 (MHSW) and Control of Substances Hazardous to Health Regulations 2002 (COSHH), employers have a legal duty to assess risks for dermatitis and prevent employees from coming into contact with substances that could cause the disease.

In addition to eliminating the use of certain irritants or substituting less hazardous chemicals, these regulations require that employers provide personal protective equipment (PPE) such as gloves. Use of PPEs may not always be possible, and employers should provide appropriate washing and drying facilities close to work areas with or without the use of PPEs. They also should ensure that aggressive cleaning materials (such as the abrasives often used to clean tough soils like grease) are not themselves a factor.

The following tips may be helpful for FM's in selecting hand care:

- Don't judge the cost by how much the container is; judge by how much product actually is consumed.
- Share your questions, goals and areas of concern with vendors and choose only to work with providers who offer fresh ideas as well as top-notch service.
- Understand that some products, including those which contain pumice or require more water to lather, are not as green as others. Look for USDA bio-preferred or eco-accredited products that can earn LEED credits in the category of IEQ 3.3.
- Field test products whenever possible before making a final decision.

It's not enough for the product to be effective. Test the quality of the dispensers and holders, as well, to eliminate future issues.

### Education

The prime responsibility for the prevention of occupational skin disease lies with the employer. By taking the right preventive steps, the risk of occupational dermatitis can be reduced. Facility managers can play a leading role in minimizing risk and increasing employee satisfaction by selecting products that minimize exposure to irritants.

The employer has a "duty of care" to ensure they provide a safe working environment and to carry out regular safety assessments for their employees. With this in mind, many facility managers have posted educational materials, such as posters, near hand-washing stations to help at-risk employees to recognize the early signs and symptoms of irritation and take preventative action promptly.

The following are some steps FM's can take to help minimize the risk of dermatitis in facilities:

- Conduct an assessment of current work practices including substances which may represent a danger to the skin, including harsh chemicals or abrasive materials;
- Be open to new products and solutions and proactive in evaluating these and making changes accordingly; and
- Encourage employee and company awareness of possible skin care issues and provide tools to help.

The risk of not addressing skin disease issues in facilities is great, as is the potential reward. Through education and taking the right approach to procurement, facility managers can provide employees with a premium product while actually reducing overall costs.



Tom Wirostek is vice president of marketing at Deb Group, the world's leading away-from-home skin care company. In his present role, Wirostek works with customers across a wide range of industries to provide innovative and market-leading skin care programs that improve employee health and safety and environmental impact while reducing costs. With nearly 30 years of marketing experience, Wirostek holds a bachelor's degree in marketing from Michigan State University and an MBA from Xavier University. For more information on Deb Group, visit [www.debgroup.com](http://www.debgroup.com).

### Reference:

1. E. Douglas, et. al. "Is Occupational Dermatitis Being Taken Seriously in U.K. Industries." *Occupational Medicine* 42 (1999), pp. 85-91.



ITALY



# We transform the complex into simple solutions

By Maria Elisa Dalgri

**What impact has the use of computer tools had on a telecommunications giant? We spoke to Mauro Patacchiola, Real Estate and FM Manager at Ericsson: "Our main task is to provide clear and effective solutions to problems."**

Over the years, the Facility Manager's job has increasingly developed hand in hand with technology and, in particular, telecommunications. It is difficult now to imagine managing services without heavy reliance on IT, especially if, like Mauro Patacchiola, you are the Real Estate Facility Manager of a telecommunications giant such as Ericsson.

**In your opinion, to what extent does belonging to a high-technology company have an impact on your service-management activity?**

IT culture has played an important part in defining the current integrated Facility Management model, which is heavily based on the use of computer tools. Perhaps not everyone has welcomed this model and the emphasis on technology, but honestly, even racking my brains, I really can't find any downside to these changes. In fact, the tools we are talking about seem altogether very easy to use, and they make the operational phase so much simpler.

For example, at our company, all requests for services or fault reports are now logged and sent to the supplier not only via a conventional telephone call to the help desk but also even more directly, via iPhone or PC, making the whole process a lot simpler and faster than in the past.

**Do you also expect cutting-edge technology from the supplier?**

Of course. They have to use advanced tools for managing the building, for reporting and organizing work orders, etc. Suppliers can choose their own management software, but for space management they must use a product selected centrally by Ericsson Group.

**What are the benefits of adopting management software proposed by the supplier?**

First of all, the role of the Facility Manager becomes even less operational and more focused on the

control phase.

Furthermore, if the supplier operates in several countries, you can be sure that you are using a truly standardized product. One downside of this approach is that sometimes the Facility Department and the end users need to make an effort to adapt to it. However, it should be pointed out that there is plenty of room for discussion, so the choice of software should not be construed as really 'imposed' by the supplier. As far as we are concerned, however, using the supplier's software has never caused any particular problems.

**Do you believe that the Facility Manager's role in an IT company is more significant than in other companies?**

The very concept of IT quite rightly conjures up the idea of a dynamic environment and work area, where allocated desks are replaced by project areas where everyone can sit down, connect their computer and be in close contact with the other members of their team. The IT infrastructure and multimedia equipment in the meeting rooms and telepresence and video-conferencing facilities have therefore become an essential and vital part of the building.

Since it is the Facility Manager who has to ensure the perfect operation of areas that are so vital to the company's core business, this only raises the profile even further of those who do this job and their staff.

**In general, is it more complicated to manage such a high-tech space or a more traditional one?**

Actually, I think that the most important thing when managing a work environment where technology plays a crucial role is to eliminate complexity as much as possible, to offer simple yet highly effective solutions to internal clients.

# BIFM qualifications

by Linda Hausmanis, head of awarding organisation at BIFM

The British Institute of Facilities Management (BIFM) has created a clear pathway with the development of professional vocational qualifications for the facilities management (FM) profession, in the UK, and the rest of Europe, to support individuals throughout their career.

In these challenging economic conditions, employers are looking for staff who can help them to meet business objectives effectively and efficiently. A qualification in FM can equip anyone with this know-how.

Studying for a qualification brings numerous benefits. Learners develop their expertise, skills and knowledge; they demonstrate their commitment to their career and to their employer; they have better employment and career prospects and greater financial rewards; and they enjoy greater on-the-job confidence and job satisfaction. They are also more attractive to prospective employers. In other words, individuals who better themselves through training get ahead.

The qualifications can be taken as stand-alone qualifications but they also form part of a pathway in the apprenticeships in FM framework. The BIFM qualifications range from level 2 qualifications – suitable for school leavers – right through to BIFM level 7 qualifications – for senior/strategic FM executives. All the BIFM qualifications have been designed, developed and structured with serious engagement with the major stakeholders: including employers, the sector skills council, training providers, learners and examiners throughout the whole process. The qualifications have been designed to be flexible so that they can be customised to suit the learner and their employer's business needs. They cover real need-to-know FM knowledge, skills and competence and the learning outcomes and assessment criteria are clearly stated.

There are three assessment areas: before the learner embarks on the qualification to ensure they are booking onto the correct level; during the programme to check progress; and after the learning period to check that the student has the tools needed to undertake the final assessment which will lead to

the award of the qualification. The final assessment could be a review of evidence of work or coursework, oral questioning, professional interviews, written tests or a multiple choice question examination.

## Apprenticeships

Apprenticeships in FM provide a gateway into the profession for talented school leavers, or existing employees, keen to progress to senior management levels. Employers are increasingly valuing apprenticeships on a par with university degrees for preparing young people for the workplace. Higher level apprenticeships (levels 4 – 6) are the perfect bridge between academic theory and the practicalities of the workplace.

## BIFM qualifications

The BIFM offers a progression and professional pathway to support learners throughout their career, whatever the stage, with qualifications from level 2 for new entrants through to level 7 for those at a strategic level.

All BIFM qualifications are regulated by Ofqual, the exam watchdog in England, and have been developed in consultation with leading FM employers and stakeholders, endorsed by the sector skills council for FM, Asset Skills, and accredited within the Qualifications and Credit Framework (QCF). These qualifications are also aligned within the European Qualifications Framework (EQF), which enables learners to easily describe their level of competence to recruiters in EU countries. For employers the alignment of the BIFM qualifications within the EQF supports labour market mobility by simplifying comparisons between qualifications and enabling a better match between supply and demand for knowledge, skills and competences.

Qualifications are described by how challenging they are (the level: for example 2 - 7) and how much work is involved (the size: for example award,

certificate or diploma). Award consists of 1 to 12 credits, Certificate consists of 13 to 36 credits, and Diplomas consists of 37 credits and above.

The BIFM Qualifications are made up of a mix of mandatory (must do) units plus a range of optional units which enables the learner and/or employer to create the qualification which is not only at the right level but also covers the areas within FM which are key to their specific learning need.

Although the BIFM develops and awards the qualifications, teaching is delivered by centres recognised by the BIFM. Delivery of the qualifications varies from face-to-face, distance learning with some centres offering online learning options. These delivery styles have opened up the potential for overseas learners to acquire a BIFM qualification in FM. The recognition process ensures the centre has the necessary support and systems to give learners a good experience.

## BIFM level 2 qualifications

Level 2 qualifications are suitable for school leavers and for new entrants to FM, who want to have a qualification to help them start their career.

These qualifications are designed to develop a learner's ability to select and use relevant knowledge, ideas, skills and procedures to complete well-defined tasks and address straightforward problems.

## BIFM level 3 qualifications

Level 3 qualifications in facilities management are aimed at first-line managers and supervisory managers in areas such as cleaning, catering or security who want to advance up the managerial ladder. Graduates who want to gain an overview of FM and improve their work prospects may also be interested.

The qualifications are designed to ensure learners develop knowledge and skills that are immediately transferable to the workplace in areas such as managing services, projects and sustainability, and a range of generic leadership and management skills. The focus is on real-life work based assessment.

## BIFM level 4 qualifications

Level 4 qualifications equip learners with the ability to identify and address complex and non routine problems. They are primarily for facilities managers with two or more years' experience of managing at operational level.

Learners have greater flexibility in the subjects they can study and choose from units such as risk management in FM, sustainability and environmental issues and the impact on FM and procurement and contract management for FM.

## BIFM level 5 qualifications

Level 5 is aimed at facilities managers working at a middle or senior management level with several years of experience. They are best suited to anyone already heading up single or multi-site operations, hard and/or soft service provision, partner relationships, performance management, major projects with capital spend, compliance in health and safety and other key critical legislation, and financial management.

They are designed to develop the

learner's ability to identify and address complex problems, plan and deliver solutions and exercise autonomy and judgement in their area.

## BIFM level 6 qualifications

Level 6 qualifications are for facilities directors, and those reporting directly to the senior management team, who are responsible for strategic decision making or are influential in the process. These qualifications equip learners with greater ability to deal with substantial change and to exercise broad autonomy and judgement. They are best suited to those responsible for strategic review and development of FM service provision, corporate governance and risk, driving innovation and change, financial performance, corporate responsibility and sustainability, and property and procurement strategy.

## BIFM level 7 qualifications

Last year saw the introduction of Level 7 qualifications in facilities management for senior strategic FM professionals wishing to develop their practical and academic knowledge and understanding.

The BIFM level 7 qualifications are stand-alone qualifications, but are also integrated into, and form part of, two Masters programmes: the Masters in Applied Facilities Management programme, delivered and awarded by Liverpool John Moores University School of the Built Environment; and the MBA in Facilities Management delivered and awarded by Sheffield Hallam University.

## Study outside of the UK

Distance Learning and online learning gives learners the opportunity to study from any location in the world. This is likely to be the only option for those living outside of the UK and also a good option for anyone within the UK who would struggle to attend classroom sessions due to work or family commitments or location.

Several BIFM-recognised centres offer a distance learning or an online learning option. These are: Blue Eye Training (levels 4 and 5); FM Tutor & Associates Ltd (levels 4 to 6); Gower College (level 4); Leeds College of Building (levels 4 to 6); Leeds Metropolitan University (levels 4 to 6); The Training & Learning Company (levels 3 to 5); and Xenon Group (levels 3 to 6). Visit [www.bifm.org.uk/qualifications](http://www.bifm.org.uk/qualifications) for a full list of BIFM-recognised centres.

## Want to find out more?

The BIFM is dedicated to helping the advancement of the facilities management profession and would be pleased to talk to you about how BIFM qualifications can support and develop your career needs and goals.

Please contact 0845 058 1355 or email [qualifications@bifm.org.uk](mailto:qualifications@bifm.org.uk)

Table 1:

	QCF level	EQF level	Example
BIFM level 2 qualifications	2	3	GCSEs A*-C
BIFM level 3 qualifications	3	4	A-levels
BIFM level 4 qualifications	4	5	HNC
BIFM level 5 qualifications	5	5	Foundation degree
BIFM level 6 qualifications	6	6	Bachelor's degree
BIFM level 7 qualifications	7	7	Master's degree

How the qualifications compare with each other according to the Qualifications and Credit Framework (QCF) and the European Qualifications Framework (EQF).

# New dimensions to Applied Research in FM

by Pekka Matvejeff

**It is increasingly common for organizations to take a more holistic approach to addressing the physical, emotional and spiritual needs of individuals. There is also increasing evidence to suggest that the physical environment can promote healing, good health and well-being. A network of European Universities of Applied Sciences takes a new approach to implementing developments in the modern working environment.**

The IFMP – International Facility Management Program – is a Summer School developed by a collaboration network of eight European Universities of Applied Sciences who offer FM or FM-related degree programs in Austria, Finland, Germany, the Netherlands and Norway. The IFMP Program offers students the opportunity to study current and future FM industry trends in greater depth than what would be possible during a regular academic program. In previous years, themes such as “Security Management”, “New Ways of Working” and “Healing Environment” have been studied.

The IFMP Summer School is a six-week intensive study period

divided into two-week sessions held in three of the hosting universities in their respective countries. The first two weeks will serve to lay the groundwork for the chosen theme, with the help of internationally recognized researchers and specialists. The next two weeks will then be used to deepen the student’s learning process through the implementation of various research methods and tools. During the last two weeks, the students will work on a real-life project or problem relevant to the chosen theme.

## Healing Environment

The main topic for the IFMP 2012 was “Healing Environment”. Typically associated with hospital settings, a healing environment is

one that contributes to the occupant’s well-being, both through its design and its functionality.

However, healing environments are not only reserved for healthcare facilities. Many countries today are facing the challenge of a rapidly ageing population. From a socio-demographic point of view, a healing environment is one that enables people to live independently for longer: it is an “age-friendly” environment. Healthy ageing is considered to be one of the most challenging issues facing the countries in the European Union today.

A healing environment should, in fact, be applied to any surroundings in which people work, live, socialize and relax. It can be applied to office buildings universities and schools in order to provide occupants with a healthy work and/or lifelong-learning environment.

During the IFMP Summer School 2012, students got acquainted with the various aspects of a healing environment and the existing methods used to measure its effect on occupants. Implementing the knowledge they had acquired, each of the four project groups developed a toolkit to be used to assess the ‘hardware’ aspects of a healing environment. The toolkits were put to practice in the real-life surroundings of a specific care facility. The research outcomes were then used to make appropriate recommendations for the care facility in question.

## Implementation of Service Design Tools

The results of the IFMP 2012 were so encouraging that the partner

Universities have decided to continue with the “Healing Environment” theme in 2013. The main objective of the IFMP 2013, which will start on the August 8th in Kufstein, Austria, is to emphasise the importance of the role played by the various actors involved in a service organisation for creating an optimal healing environment. There is evidence that Service Design Tools are particularly effective when used to get to the crux of interactions between customers and service providers. The behavior of different parties is observed in this context and an appropriate form of management is developed which can be applied to such situations.

Based on data from the previous year (IFMP 2012), students will be asked to identify the customer (patient) journey within the client organization. There will be a particular focus on Facility Management staff and their roles in this process. Using Service Design Tools (observations, interviews, service encounter analysis, blueprint creation etc.) students will assess the client’s working environment and devise innovative development ideas on how to adapt the “healing way of working” to that particular client organization.

Students will work in groups and present their findings in the form of a research report and a poster. The main results of the groups will be presented to a panel made up of client representative/s and IFMP lecturers. This application of Service Design Tools to a patient’s “service” process in the context of a hospital or other healthcare environment is a method which, to the best of the IFMP partner Universities’ knowledge, has not yet been widely tested.

It is interesting to observe the outcomes of these projects implemented by the international student groups. According to various research outcomes, there is evidence that the use of Service Design Tools can affect both the customer’s and the service provider’s behavior and actions in the context of achieving their desired goals. The results may also help service providers in hospital environments to plan the delivery of services in a more end-user-friendly way.

## Author:

The Author of this article, Pekka Matvejeff (MSc, MBA), is Senior Lecturer and FM Coordinator at the Laurea University of Applied Sciences in Finland. The text is based on the IFMP documentation compiled together with several academic staff members of the IFMP partner Universities.



Christoph Wegmann (Hamburg University of Applied Sciences)

# Facilities market contracts again

## Survey on the Dutch FM market published

by Thijs van der Spil

Total market size including real estate	2011	2009	2007
Market size (x € ,000,000)	62,815	62,818	65,220
Outsourced market size (x € ,000,000)	32,185	32,644	33,202
Outsourcing percentage	51%	52%	51%
Market growth index, total market size	96	96	100
Market growth index, outsourced market	97	98	100

Table 1. Total size of facilities market including real estate.

Total market size	2011	2009	2007	2005	2003
Market size (x € ,000,000)	33,026	33,444	35,425	33,675	34,626
Outsourced market size (x € ,000,000)	21,158	20,977	21,488	19,726	20,140
Outsourcing percentage	64%	63%	61%	59%	58%
Number of employees outsourced	301,403	315,626	301,836	288,551	304,878
Market growth index, total market size	95	97	102	97	100
Market growth index, outsourced market	105	104	107	98	100

Table 2 (left). Total size of facilities market.

Trends and developments	Percentages
1 Reducing costs	49%
2 Introducing the New Way of Working or workplace innovation	36%
3 Introduction and/or (further) development of concepts	34%
4 Setting up an FM demand/supply organization	29%
5 Corporate social responsibility (sustainability)	28%

Table 3 (right). Most important FM trends and developments in 2012.

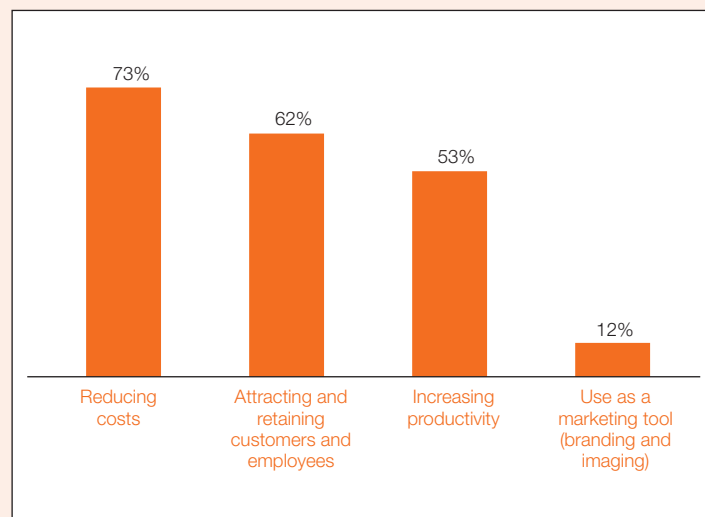


Figure 1. Organizational objectives to be achieved by the introduction of the NWoW.

In 2011, the size of the facilities market shrank by 1.3% compared to 2009. The level of outsourcing is still increasing. According to facilities management professionals, reducing costs is the highest priority in 2012, and the demand/supply model is the new standard. Every two years, organizational consultants Twynstra Gudde, together with Managers and FMN, conduct a joint survey into the Dutch facilities market. This article outlines the main figures, trends and developments.

For the sixth time, a study has been carried out into the Dutch facilities market. Thijs van der Spil, Ellen Gijsbers, Daniël Slijfer and Hanneke Vos conducted the survey on behalf of Twynstra Gudde. The results provide a quantitative and qualitative insight into the trends and developments within the facilities market and have once again been combined into a publication. The Dutch facilities management market 2012, an overview of figures, trends and developments.

### The crisis continues

In 2011, the facilities market including real estate (table 1) had a volume of €62.8 billion. The facilities market is therefore continuing to contract. It is not as far-reaching as in 2009, but the effects of the ongoing financial crisis are still visible.

The facilities market excluding real estate (table 2) had a volume of €33 billion, compared to €33.4 billion in 2009. A contraction of €0.4 billion or 1.3%. A closer look at the figures shows that only a few facilities submarkets have grown in the past two years (compared with the market survey in 2009). These are the facilities submarkets for cleaning services, textile care services, removals, courier services and fleet management. Fleet management in particular has had a significant effect on the total; or, in other words, the results from this submarket are masking the true situation. Lease contracts that had previously been extended were replaced on a large scale in 2011. While only five

facilities submarkets are showing positive growth in sales relative to the market survey in 2009, the sharpest decline in revenues can be seen in the submarket for technical management and maintenance. The main reason for this is that investment in the preventive maintenance of buildings and installations has been postponed wherever possible.

### Trends and developments

As part of the survey, facilities management professionals were asked to name the three most important FM trends and developments at the moment. The results have been combined into a top five of the most important trends and developments in 2012 (table 3).

#### 1. Reducing costs is the highest priority

Reducing costs is the most important FM trend and development in 2012. 54% of facilities managers indicated that savings targets had been imposed on them. The average savings target is 10.7% in 2012. This average is similar to the 2009 market survey, but at that time 79% of facilities managers said they were obliged to make savings. This difference is evident from the high position given to the trend for reducing costs; it is clear that this has become an ingrained attitude among facilities managers. In addition, in recent years many measures have already been taken to cut costs. The most popular measure in this regard is increasing cost consciousness

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## Facilities market contracts again

continued from page 5

within the organization, closely followed by a reduction in FM staff numbers. Restrictions on external hiring are also frequently mentioned, as is improving collaboration. Collaboration is being improved both internally, in particular with the IT organization, and externally, for example with suppliers. This goes beyond just reducing costs. Increasingly, the parties are sitting down together to look for ways of serving the customer better, improving processes and, in many cases, even developing joint products or services. In 2012, innovation and collaboration are the key concepts for reducing costs.

### 2. The New Way of Working: from hype to established FM concept

The New Way of Working (NWoW) may now be considered to be an established concept. As many as 61% of the facilities managers currently use the NWoW or are in the process of introducing it. There are four main organizational objectives that facilities managers wish to achieve by introducing the NWoW (figure 1). Above all, it involves organizations

giving employees more responsibility for the way in which the work is performed. Or, more accurately, it is about presenting the work in such a way that it appeals to the employee's sense of responsibility, by introducing mutually reinforcing measures in the area of people and organization, the working environment and the provision of information.

### 3. Facilities concepts as a USP

The introduction and/or (further) development of concepts such as hospitality continued to be an important theme in FM. In 2012, more than a third of the facilities management professionals see the added value of providing services based on an overarching formula. Precisely now that the cost structure is under pressure, the USP that a facilities organization can create with its FM concepts is also being seen as a way of underlining the value of facilities management. To achieve this, the facilities organization needs to implement its concepts where the employees are located: both the physical environment (whether in the office, at home or on the road) and the digital environment, or a combination of the two.

Of the service providers, 68% say they wish to create added value by means of a unique service experience.

Another 15% of the providers add that they are striving for a unique service experience, but that this is aimed at a specific segment of the facilities market, such as healthcare. The expectation is that more service providers will be going down this route in the next few years. Providers seek to achieve this unique experience primarily by offering the customer a unique service or a unique concept. Innovation and improving the quality of service provision are also important 'selling points' in this area. The question, however, is how service providers can continue to be unique and distinctive when almost everyone is aiming for this unique experience. Another conclusion is that it is now almost impossible for service providers to distinguish themselves by means of service price.

### 4. Demand/supply model is the new standard

The demand/supply model is the new standard. Whereas the previous surveys were dominated by a traditional facilities management organization, the demand/supply organization is now preeminent. No less than 46% of the facilities organizations are set up according to the demand/supply model and 4% now use the demand management model, in which even the management function is outsourced. The expectation is that these percentages will continue to rise in the near future.

The objectives of facilities managers in 2012 therefore expressly include elements associated with the change to a demand/supply model. Improving contract and supplier management is frequently mentioned in this regard. Facilities managers now have access to a wide variety of literature, tools and experience in connection with this element. The survey also shows that organizations that implement the demand/supply model emphasize on contract and supplier management. Improving customer relationships is, however, also seen as an important objective. That element of the demand/supply organization is often initially given less priority, or appears to be a much more difficult challenge. As a result, the expected benefits of the demand/supply model do not always materialize in their fullest extent, with the result that the anticipated savings cannot always be achieved on a permanent basis.

### 5. Corporate social responsibility

From fourth place in the market survey of 2008 to first place in 2010. In 2012, it was the victim of the need for cost reductions, but facilities management professionals believe that in around two to three years

corporate social responsibility will once again be the most important trend in facilities management. As expected, many facilities organizations have taken sustainability measures in recent years. The inclusion of sustainability criteria in purchasing decisions has proved to be the most popular measure in this area, closely followed by energy saving measures such as the daylight-dependent control of lighting, the installation of motion sensors and the extraction of excess heat at the source. Encouraging sustainable behaviour by employees is also frequently mentioned. It appears, however, that more than 10% of the facilities managers do not monitor the results of the measures that have been introduced.

### New approach

The results of the market survey confirm that, in response to the ongoing crisis and the large-scale changes in our society, a new approach to facilities management has emerged. A new approach that has led to changes, and will lead to more in the future. A new approach to facilities management that has resulted in new ways of working and new ways of organizing. A new approach that is characterized by an enduring awareness of the added value of facilities management. Do you make time for strategic thinking?

This survey was conducted by Thijs van der Spil, together with Ellen Gijsbers, Daniël Slijfer and Hanneke Vos. They all work for Twynstra Gudde Consultants and Managers.

### Survey

The survey consisted of a questionnaire (online), desk research and interviews with facilities managers, suppliers and experts. The questionnaire was completed by more than 400 respondents (facilities managers, suppliers, consultants, lecturers and students).

The publication *The Dutch facilities management market*, an overview of figures, trends and developments discusses the most important quantitative data (figures) for 16 facilities submarkets and also contains an overview of trends, opinion articles and expert interviews. The publication was sent out with FMI issue 11 in November 2012. Additional copies (price: €39.95 excl. VAT and postage) are available via [fmn@fmn.nl](mailto:fmn@fmn.nl) or from Twynstra Gudde via [tvs@tg.nl](mailto:tvs@tg.nl).



# Energy-efficient lighting

## The age of the energy savers

by Sandra Hoffmann

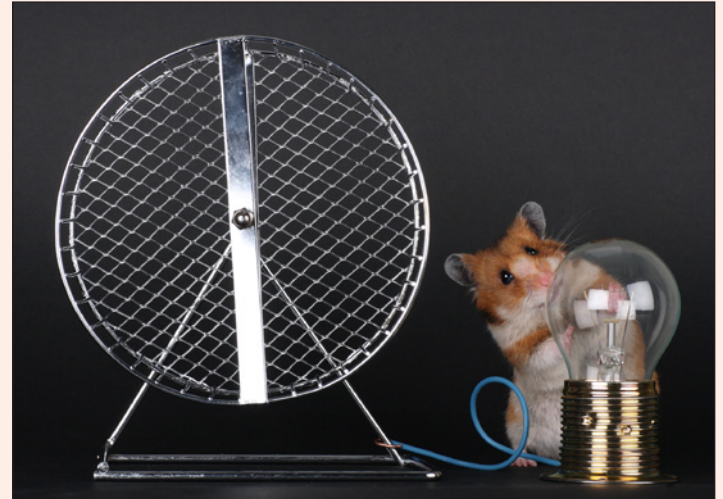
The world of lighting has not escaped the energy-saving measures introduced by the EU – quite the reverse. As far as incandescent, halogen and energy-saving bulbs are concerned, the next stage of the Ecodesign Directive comes into effect in September, signaling the end of the incandescent bulb. Regulations will also be formulated in the future for directional light sources (lamps with reflectors) and luminaires. Energy-efficient lighting solutions are therefore in more demand now than ever before.

In the EU, the incandescent light bulb will soon be switched off for the final time. Frosted versions have already been affected by the first stage of the Ecodesign Directive. The ruling that from September 2009 all lamps with frosted glass must achieve energy efficiency class A effectively represented a ban on the manufacture and distribution of frosted incandescent and halogen lamps. They have since been replaced with energy-saving lamps. Since 2009, the minimum requirements for lamps with clear glass (point light sources) have gradually been increased in relation to their energy consumption. In September 2012

the knock-out criterion for the incandescent light bulb came into effect: all lamps must meet energy efficiency class C – which means it's lights out for incandescent lamps, because they meet class D at best. In other words, just 5% of the energy they consume is converted into light, with 95% being wasted as heat. Energy-efficient replacements for the incandescent bulb include energy-saving lamps, halogen lamps and LEDs. Although the halogen lamp is, like the incandescent bulb, a thermal radiator, it is more energy-efficient. Today there are already halogen lamps that meet energy efficiency class A, so that this light source will still be on the market in 2016, when the next stage of the Ecodesign Directive comes into force.

### LED – the rising star

In the office, however, the halogen lamp already plays a subordinate role and will soon have to make way entirely for fluorescent lamps and LEDs. While fluorescent lamps are currently more common in offices than LEDs, the Fördergemeinschaft Gutes Licht (Association for the Promotion of Good Lighting – licht.de) predicts that in ten years' time the light emitting diode will have substantially overtaken the fluorescent lamp in this area. Initially viewed with scepticism by many, the development of the LED is advancing rapidly and it is now being seen as the light source of the future – even in the general and architectural lighting sector. "The LED has caused a quantum leap in lighting technology. It has established a place for itself in the general lighting of offices and homes, and consumers and architects no longer even consider incandescent bulbs. Even energy-saving lamps and



halogen lamps are only temporary solutions. LEDs are far superior to them in terms of energy efficiency, intelligence and innovative design," says Dietrich Brennenstuhl, CEO of the Nimbus Group, a manufacturer of luminaires.

Interior designer Jürgen Spitz of DIAL says: "The reservations that people may have that LEDs are gimmicky lamps with a dim, distinctly bluish light should be put to rest. The LED is advancing slowly but surely to become a serious light source." He attributes the initially rather hesitant development of the LED in the 90s to several factors, but mainly to economic considerations. "The price, measured in Euros per lumen, only allowed LEDs to be used in the high-price sector, in which it was all about prestige. Many of the early players in the market also suffered a series of body blows, such as the premature failures of entire LED modules that turned their much vaunted service life into an empty promise."

In recent years, however, the LED has enjoyed a meteoric rise. The manufacturers engaged in fierce competition, above all with regard to luminous efficacy and brightness; according to Spitz, the business was dominated from the outset by "myths and fairytales", with reliable data and facts on service life, luminous efficacy and light color being the exception rather than the rule. "In our photometric laboratory, we measure around 500 lamps and luminaires every year; in 2010, more than half of those were LED lamps and luminaires. We know how good the products really are, and the figures specified by the chip manufacturers are always too high. In general, the minimum values for the specified luminous fluxes are only just achieved. Finally, we measure under realistic practical conditions, which are considerably different from the laboratory conditions in which luminous efficacies of up to 200 lm/W\* are achieved." It is clear, however, that the luminous efficacy of LEDs has increased substantially

in recent years. The average luminous efficacy of products currently available on the market is 55 to 60 lm/W. A few products even achieve values as high as 80 lm/W. "Compared to conventional light sources, that is quite respectable. If we use the utilisation factor as a benchmark, LED lights, with their generally low stray light ratio, are even superior to conventional lamps," says Spitz.

### Light quality increasing

There are now hardly any lighting manufacturers who are not active in the field of LEDs. Many are switching primarily or exclusively to LEDs, because the compact diodes are available in many different colors and shades of white. In addition, they make small luminaire designs possible, can easily be dimmed and are ideal for use with electronic controls. They are considered to be very robust, low maintenance and, with a service life of up to 50,000 hours, to be very long-lasting. Most important of all, however, they are energy-efficient – even when, according to Martin Weiser of Erco, they are not of the highest quality. Nonetheless, he believes in any case that the quality of light in terms of color temperature and rendering should be considered more important than just energy-saving alone. "After the LED manufacturers have spent years working on the light output per watt, their priorities have now shifted towards color and light quality. The products we use achieve a color rendering index Ra of more than 90 and are thus hardly any different from low-voltage halogen bulbs. The maximum value is 100, which is the figure for daylight and which incandescent light bulbs approximate to. I am convinced that LEDs will soon be reaching values above 95." The color temperatures of LEDs are in the standard range of 3,000 K to 4,000 K, but there are also products with a value of 2,700 K, which corresponds to the real and perceived effects of an incandescent bulb.

*continues on page 8*



*With the "E-Core" 8.4 W LED lamp, Toshiba is offering a replacement for the 60 W bulb, which in a comparative test conducted by Öko-Test magazine produced the highest energy savings (85%) among the three test winners compared to a conventional 60 W bulb. In addition, the lamp was described as "very good" for the criteria of brightness, switching capacity and durability.*

*Photo: Toshiba*

## Energy-efficient lighting

continued from page 7

Despite all the enthusiasm from manufacturers, interior designer Jürgen Spitz of DIAL believes

that there are still some technical issues with LEDs that need to be addressed. As one example, he cites the issue of purchasing replacements. “What happens when LEDs fail and replacements are required? Most



The Reutlingen Town Hall, which was built in 1966, was renovated in 2011. As part of this process, LED luminaires from Nimbus were installed in the council chamber and in the foyer. Under each round skylight in the foyer there is now a large “Module R 265 XL” pendant luminaire. According to lighting designer Hans-Peter Beutelspacher, with an operating duration of around 780 hours a year the luminaires will not need to be replaced for another 64 years.

Photo: Frank Ockert/Nimbus

### Frost & Sullivan study: LED lamps

#### Market expected to grow at light speed

According to a study by Frost & Sullivan published in September 2011, LEDs are set to grow from a mere 3% penetration in the lighting market to become the dominant technology of the future. The consulting firm reports that the global market for LED lighting technology earned revenues of \$491.1 million in 2010. By 2017, this is expected to rise to \$1,895.5 million, largely thanks to advances in technology (efficiency, quality of light output, color rendering, thermal management). This development will be further reinforced by measures to increase the energy efficiency of lighting systems in Europe and North America. However, Frost & Sullivan emphasize that, in spite of successive price reductions, the LED will remain the most expensive lighting technology on the market, which could perceptibly dampen its more widespread adoption by end users. Currently, there is a significant price difference between LED lamps and other energy-efficient technologies, such as compact fluorescent lamps (conventional energy-saving lamps), and the market for interior lighting is very price sensitive. The crux of the matter, however, is that price reduction is difficult until economies of scale enter the market. The consultants believe that one solution would be for suppliers to focus on providing better quality lamps with increased lumens per watt at the existing prices. This would reduce the payback period on the investment and the product would become competitive with other energy-efficient technologies. In addition, more work needs to be done on increasing consumer awareness and changing consumers' perception that the high initial investment will not be recouped by the lower maintenance costs.

likely, it will not be as easy to buy replacements as it is with conventional light sources.” Secondly, he mentions the aspect of light color. In his view, in spite of detailed component selection with classification into different color classes, so-called ‘binning’, visual color differences can be detected in multiple LEDs from the same bin and the same manufacturer. Dr Uwe

Slabke, Head of Development at Nimbus, stresses that manufacturers who have mastered the process of color classification can definitely supply LEDs that, within the same color class, do not display any differences that are easily visible to the naked eye. There are, however, only a small number of manufacturers who can guarantee a consistently high quality of LED lights in mass production. Generally, when it comes to LEDs, it is advisable to pay attention to quality. Since LEDs do not fail as such, but lose luminosity as a result of degradation, quality defects are not immediately apparent according to licht.de. The Association for the Promotion of Good Lighting therefore recommends that purchasers should look for recognized marks of conformity:

- The ENEC (European Norm Electrical Certification) mark identifies products that have been manufactured in compliance with the relevant standards and tested in Germany by the VDE (Association of German Electrical Engineers).
- The GS (=Geprüfte Sicherheit/ Tested Safety) mark is issued in Germany by the VDE or TÜV.
- The EMC mark guarantees the electromagnetic compatibility of lamps and ballasts.

According to Weiser, anyone interested in converting their lighting system to LED would do well to make very careful comparisons before coming to a decision. “The catalogue data from different manufacturers is, however, difficult to compare, so the customer should, if possible, obtain samples of the lamps or luminaires under consideration and then compare them in practice. Light is primarily a perception, and that it is how it

LEDs in lighting – today and in the future						
	City/Street	Office	Shop	Hotel/Home	Museum	Emergency lighting
<b>LED</b>						
2010	XX	X	X	X	XX	XX
In 3 years	XXX	XXX	XXX	XXX	XXX	XXXX
In 10 years	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX
<b>Fluorescent lamps</b>						
2010	X	XXXX	XX	XX	XX	XX
In 3 years	X	XXX	XX	XX	XX	X
In 10 years		XX	XX	XX	XX	
<b>High-pressure sodium vapor lamps</b>						
2010	XXXX		XX			
In 3 years	XX		XX			
In 10 years	X		X			
<b>High-pressure discharge lamps</b>						
2010	XXX		XXX		XX	
In 3 years	X		XX		X	
In 10 years			X		X	
<b>Halogen lamps</b>						
2010		X	XX	XXXX	XXX	
In 3 years			X	XX	XX	
In 10 years				X	X	

Table: LEDs in lighting – today and in the future

Source: licht.de

continues on page 9

## Energy-efficient lighting

continued from page 8

should be evaluated.” The previously self-employed lighting designer also emphasizes that you should always look at planned measures in context, taking into account reasonable considerations of economic viability and the time required to recover the cost of the investment. “Anyone who is looking purely at efficiency may lose out in terms of quality of light. In addition, LEDs are more expensive than conventional lamps. For this reason, they should be used where you can make the most of their advantages. These mainly relate to their long operating times. In areas that are in operation almost around the clock, the additional investment in LED technology will pay for itself very quickly; on the other hand, in a conference room which is only used for ten hours a week, you will probably get better results with compact fluorescent lamps.”

### New luminaire or retrofit?

In terms of general lighting, LEDs are being adopted in three very different ways. While many manufacturers are developing completely new luminaires, whose form, optics and thermal management are specifically designed for use with LEDs, others are going down the simpler and less expensive route of converting existing luminaires, which were actually designed for traditional bulbs, for use with LEDs. “Here

too, they are trying to ‘LED-ise’ the existing product as effectively as possible, for example by integrating the housing for the cooling of the LEDs. Because this removes the need to develop new components, this presents fewer risks than developing entirely new luminaires. The disadvantage is that at first glance the luminaire just does not look new. Nonetheless, most of the LED products that are currently on the market are of this type,” says Spitz.

The third option is simply to offer LED replacements for conventional lamps. In accordance with the motto “The bulb is dead, long live the bulb”, manufacturers of these so-called LED retrofits are supplying LED substitutes for the good old “light bulb”, but also for halogen and fluorescent lamps. “The main argument for this approach is based on the claimed energy savings that will result from changing the lamps,” says Weiser, while Spitz emphasizes that people can certainly save energy straightaway using this approach. “Anyone who replaces a halogen bulb with an LED retrofit will start achieving, from that moment onwards, the energy savings that can be derived from the wattage information. However, in most cases significantly less light is generated and the light quality also suffers. In addition, the LED can only achieve its much vaunted longevity if the thermal management is right. Although the LED does not emit any heat, the PCB gets very hot and can destroy the diode, unless suitable

cooling is provided. Even if the retrofit manufacturers pay attention to this issue in their own products, they cannot know what effect the lamp’s subsequent operating environment will have on the thermal management. LED lights are a whole

system designed for optimum thermal management, so it is always better to replace the entire luminaire, but maybe to initiate a number of small sub-projects for this purpose.”

\*  $\text{lm/W} = \text{lumens per watt}$



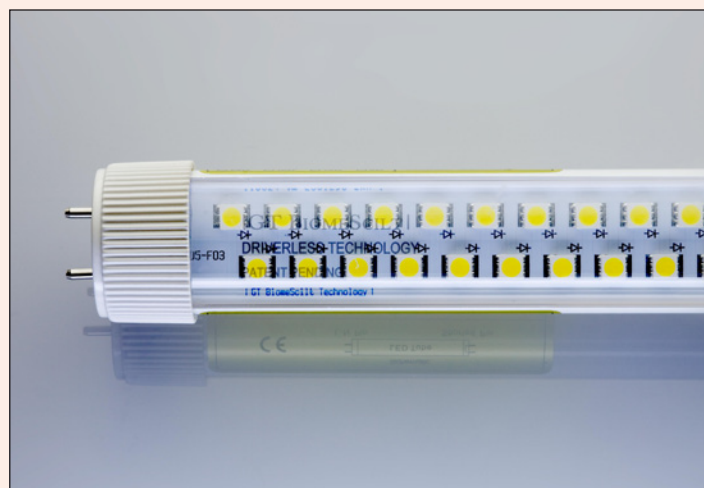
“PROLog” from Steinel is a device for measuring potential savings in energy, lamp and service costs, as well as CO<sub>2</sub> emissions. To obtain a forecast, user behavior and light conditions need to be logged over a period of three to four weeks. For this purpose, the device is installed in the ceiling where it is suspected that the use of artificial light may be wasting energy. Over a period of around four weeks, the device records approximately 400,000 measurement readings that are then evaluated by the PROLog software. This shows for how long daylight was sufficient to achieve the required light level in the room, and how the room was used by people. Moreover, it is possible to see for how long artificial light was switched on and for how long it was switched on when it needn’t have been. These values are compared with the ideal values using Steinel sensor lights. This makes it clear how many kilowatt hours would have been required if the lighting had been controlled by sensors. Measurement data can be saved for all measured areas in the PROLog software, together with data such as luminaire wattage, energy and service tariffs, lamp service life and the rate of inflation.

Photo: Steinel Professional



Fluorescent lamps are still ahead of LEDs when it comes to use in offices. This photo shows the enormous flat “Inspiron” office light, which won the iF design award in 2011. In this luminaire, Grimmeisen Licht uses the energy-efficient fluorescent lamp technology “High Efficiency Energy Saver with up to 116  $\text{lm/W}$ ” at various power levels. Special optics allow the light to be directed in a functional manner.

Photo: Grimmeisen Licht



Jacobs University in Bremen is testing the driverless LED technology from GT BiomeScilt. Over an area of around 4,000 m<sup>2</sup> in the “Research IV” building, all 114 conventional fluorescent tubes were replaced. The installation of the driverless LED tubes, which do not require an AC/DC transformer, was preceded by laboratory tests. These focused primarily on issues such as the luminous intensity and heat generation of the LEDs compared with fluorescent tubes. The driverless LED tube from GT BiomeScilt impressed with its very even distribution of light. In addition, it was approximately 13°C cooler than the fluorescent tube, which reduces energy losses and electricity consumption. The University is conducting tests throughout the year into the use of LED lighting and has also installed products from another manufacturer. If one of the two technologies passes the practical test, the university plans to switch to LED campus-wide.

Photo: GT BiomeScilt

# Development for workers' well-being

## L'Arseg «Club des Grandes Entreprises» (Big Companies Club)

by Lionel Cottin

At its meeting on 31st of May last, the members of the L'Arseg «Club des Grandes Entreprises» (Big Companies Club) learned about the Ideation tool used by Haworth, an associate member company. The method has been designed to help workplace managers in the early stages of their space planning projects.



Enhancing capacity for anticipation and proposing creative ideas for workplace management is a goal pursued by every member of the L'Arseg «Club des Grandes Entreprises» (Big Companies Club). As space planning projects often weigh heavily on organization structures, the club members are interested in adopting any means by which they can enhance their capacity to take action as early as possible. They are also keen to learn about any ways in which they can

competently predict market demand, provide solutions, co-ordinate stages of progress and influence choices. In short, anything that helps them to do their job properly and showcase their expertise! This is why Haworth's Ideation concept, widely used abroad but brand new in France, is of great interest for club members.

### Culture analysis

Today, employees are the top-line

resource in any business. They need to feel recognized as an individual and valued in their job. Providing a company's employees with the right workplace is key to their well-being. As a reflection of the organization's culture and personality, it is affected by management methods, the way teams work and the strategies applied by senior management. Haworth's original approach is to propose a cultural analysis at the very core of the organization, examining both the employees' comments and management's wishes. The model has drawn inspiration from studies by Cameron & Quinn and defines four main cultures, according to which an organization may be inward-looking, outward-looking, flexible or single-minded. On this basis, highly flexible, outward-looking businesses develop a culture based on creativity. At the other end of the spectrum, inward-looking companies that focus on internal resources tend to develop a culture based on control. There are also company profiles based on collaboration and, in contrast, others based on competition.

*'Why should the tertiary sector continue to be a Taylor-style space with 'the same desk for everyone'?''*

In an organization, there are often difficulties and even incompatibility between individuals who prefer creativity and those who prefer control and discipline. This leads to problems that affect management and interpersonal relations. Identifying cultural patterns and the way an organization works makes it possible to design more user-oriented workplaces and, more specifically, to bring about a change in attitudes that can help the businesses to develop in line with management strategies. This simple and relatively cheap tool is based largely on new technologies and helps to explain the behaviors, attitudes and ways

of working associated with a particular group. If the company wants to change its corporate culture and, for example, move its employees from a hierarchy-based management system to one that is more collaboration- or innovation-oriented, it can design different projects to foster corporate and managerial development.

### Rethinking the distribution of workspaces

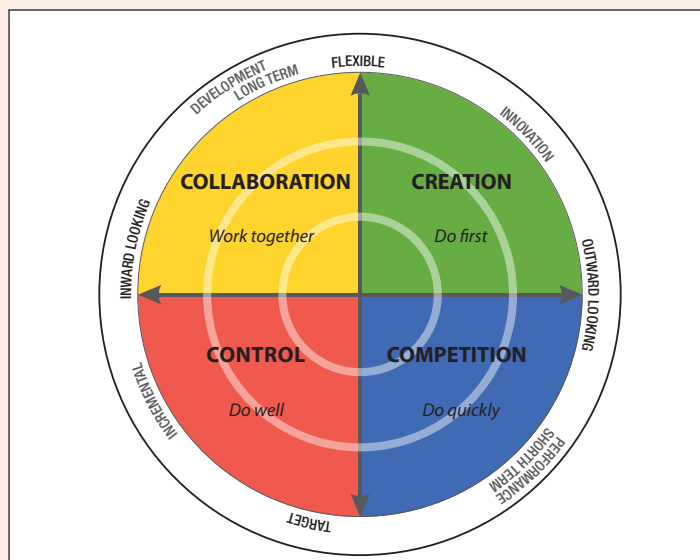
The approach is also useful insofar as it avoids reducing the space planning project to a mere exercise in decompartmentalization. Based on how people actually work, changes can be suggested to combine new working methods and new workspace distributions. This is also useful in the context of engaging in dialogue with employee representatives. In France, unlike other countries, general workspace planning is not seen as a performance factor. Companies purchase desks, chairs and cupboards, etc., but they do not give enough consideration to ergonomics, acoustics or lighting, for example, which are important for the everyday well-being of their workers. Why (when the industry had its revolution some time ago, with the implementation of dedicated posts for each activity) should the tertiary sector continue to be a Taylor-style space in which the rule of 'the same desk for everyone' prevails? This question is especially pertinent when we consider that the employees' tasks and duties vary considerably throughout the course of the working day. If the workspace remains static, it cannot evolve; and if it cannot evolve, it cannot improve. The approach also takes into account some issues that are often underestimated, such as trends, technologies and cultural affairs that influence the company's development, and highlights their advantages for retaining or attracting talent and for improving the workspace to make company and employee management more effective. This approach creates awareness of the role that space planning projects can play in a company's evolution and transformation. Despite their great interest in the tool, attendees also asked difficult questions, especially about Haworth's situation as a consultant at the preliminary stage of a project and its subsequent participation in tenders for the necessary fixtures. However, contractors do not necessarily view the situation as risky provided that the tenders remain transparent and fair. Both parties have undertaken to continue their discussion at future meetings.

### The L'Arseg «Club des Grandes Entreprises» (Big Companies Club)

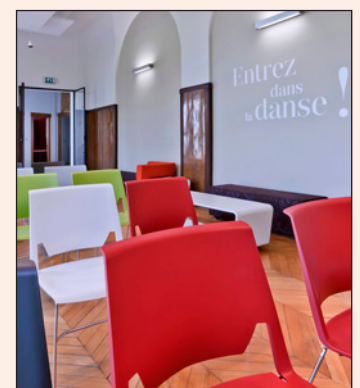
With around 40 large enterprise contractors, the club provides the perfect context for regular exchanges on the profession of the workplace manager. The club focuses on the exchange of good practices and benchmarking by organizing field visits and inviting expert speakers. It is also the perfect place for reflecting on the future and development of the profession. The topics addressed cover all issues related to workplace management in large enterprises: the office of the future, new development trends, sustainable development and corporate social responsibility, multiple-site management and international deployment, etc.

Next club meetings: Thursday, 20 September; and Thursday, 29 November.

More information: [sbogner@arseg.fr](mailto:sbogner@arseg.fr)



The model developed by Haworth draws inspiration from studies by Cameron & Quinn and defines four main corporate cultures, according to which the organization is inward-looking, outward-looking, flexible or single-minded.



## Chairman's report after the EuroFM members' meeting in Wädenswil, Switzerland, February 2013 and preparation for the EFMC in Prague

**Prof. Ron van der Weerd**  
**Chair EuroFM**



There was something in the air at the EuroFM Members' meeting in Wädenswil. I don't know quite what it was, but one thing is for

sure: the event was perfectly organized by ZHAW and FMpro and I would like to take this opportunity to thank them once again. As Chair of EuroFM, some personal highlights of the event for me were the scientific seminar on Wednesday, the student presentations at the end of the meetings, and the General Members' meeting in which we affirmed our mission and our vision statement and found a solution to the potential problem of losing almost all of our EuroFM board members who will be at the end of their term next year. There was a very good atmosphere in Wädenswil and, in my opinion, it had everything to do with the fact that we were bringing EuroFM back to its roots: it is, after all, a network organization.

So, here, in this EuroFM report, I would like to provide you with a summary of the mission and vision document that was presented to our members by the Board and accepted at the General Members' meeting.

### **EuroFM**

**Discover, explore and develop FM**  
**From knowledge to added value for YOU**

EuroFM's main goal is to bring together a host of professionals in the Facility Management field, including tutors, researchers and practitioners, in order to promote the FM profession

and to improve understanding by learning from each other's practices and educational and research outcomes.

*So, primarily, EuroFM is a platform organization designed to bring together people from the FM industry (including the world of FM education and academia as well as all other FM-related disciplines and professions) and these connections are what form the FM network organization.*

In an organization such as ours, it is the members who are most active, who are in the driving seat, and it is the Board's responsibility to facilitate the activities agreed upon by the members. In this respect, the EuroFM organization is becoming increasingly *interaction-based*: interaction between members is the main vision for how we should work as an organization.

### **EuroFM aims to bring together:**

- Its members (in Members' Meetings), its members being:
- National FM associations and/or

professional associations related to the FM or business support industry, i.e. Practice Network Group (PNG);

- Universities (Research Universities and Universities of Applied Sciences) and other organizations that offer vocational training in FM or FM programs at Bachelor or Master level and conduct research into relevant FM-related topics, i.e. Educational Network Group (ENG) and Research Network Group (RNG);
- Corporate Associates and for-profit organizations working in the FM (-related) field who are interested in promoting FM as an industry and profession, as well as sponsors and affiliates; Corporate Association Network Group (CANG);
- And all other stakeholders and individuals who want to be more involved in developments in the FM (-related) industry by being invited to attend Members' Meetings or by organizing seminars and international conferences (annual European FM Conference). By bringing people together, EuroFM inspires its members to discover topics, questions, projects, themes and (best) practices that members can develop together. A challenge for the near future is to increase and improve our use of social media in order to enhance the contact and exchange possibilities between our members.

A network organization like EuroFM generates a high volume of information based on experiences, opinions, research outcomes, insights from educational programs, trends and developments. In the modern business world, EuroFM is increasingly being asked to represent the European view on (developments in) FM research, practice and education. *And this is why, secondly, we see EuroFM becoming*

*more of a sort of formal body, a representation of a network responsible for generating a high volume of knowledge and information based on experiences, research outcomes, educational programs, market data, trends, developments and problems related to the FM industry in Europe.*

In this context, it is important to recognise that EuroFM is *not* a supranational FM association and that the EuroFM organization may never speak or vote or negotiate on behalf of its members (unless we have a very clear assignment for that, agreed upon by our members). In meetings, EuroFM can provide added value for its members by presenting an overview of what is happening in the different countries and areas in Europe, showing similarities and differences, and offering knowledge and experiences from outside the EuroFM network organization as well.

Legislation concerning FM and the business support industry is increasingly being implemented at European level. Although it is not a supranational FM association or a lobby organization, it is essential that EuroFM is at least present "in Brussels" to find out how it can support, provide and gain information from, and collaborate with other organizations that are also, in some way, interested in promoting the FM profession and FM-related industry. It is for this reason that EuroFM is also actively looking to communicate and collaborate with these organizations, in accordance with the requests, demands and approval of its members. Whatever EuroFM is working on, our members are always in the driving seat!

*Ron van der Weerd, Chair of EuroFM*  
*ZHAW, Wädenswil, February 2013*

*See you all in Prague May 22nd - 24th 2013!*



*Wädenswil, Switzerland.*

# EuroFM Reports

continued from page 12

## Education Network Group

A.J.M. Otto MA, Chair



The pre-selection for the Student Poster

Competition in Prague will be done by Pedro Lo from Portugal and

Luis Morejón from Spain. A maximum of 15 students will be invited.

The ENG Winter School 2014 will be hosted by Laurea UAS at the Espoo Campus. The theme for the Winter School will be "Service Innovation and Design" (in the context of FM). Even though the Winter School is primarily for Bachelor-level students, it was agreed that Master's students would also have the opportunity to take part in Winter Schools. It is important that, when recruiting students for the Winter Schools, participating universities must ensure that Bachelor- and Master-level students are approximately at the same level with their studies.

FM students from Stuttgart will be starting a project involving the development of an annotated bibliography to be used in FM Education at European Universities. They will send a draft questionnaire to all ENG-members for comments. After the comment-round, a survey will be conducted.

Other FM students from Stuttgart will be compiling the data to be used in the Education Guide. Another questionnaire will be sent to ENG-members. A PDF-version of the Guide will be ready before the summer. All members are kindly asked to answer both questionnaires (for the bibliography and the Education Guide) immediately and return the responses on time in order for students to manage their tight schedule.

David Martinez (IFMA Foundation) presented the FMIPDS-project at the meeting. Students all over the world are invited to participate (see separate project plan on the EuroFM webpages). ENG members should contact David for further information. His email address is: david.martinez.fm@gmail.com

The ENG Winter School 2013 held in Zurich was a great success. During the final presentations on the theme "Workplace Management", participating students from 4 different countries presented their research.



## Practice Network Group

Susanna Caravatti-Felchlin, Chair



EuroFM Meetings at Wädenswil

The first PNG meeting of 2013 took place on February 8th in Wädenswil, Switzerland, as

part of the wider EuroFM Meetings event. Fourteen FM professionals representing seven countries were present to discuss three main issues.

Prof. Keith Alexander's proposal for a new EuroFM Fellowship Scheme was viewed as a good idea. In order to develop the suggested proposal, the group mentioned several aspects that would have to be considered, e.g. the fact that the local association would have to provide a fellowship nomination, someone who was a EuroFM ambassador, a board member and an active network group member. A smaller group within the PNG will work on the proposal and present any further developments at the General Members' meeting in Prague.

The EuroFM Market Data Report

team has sent out a questionnaire to the different country representatives as well as a letter explaining its next goals. This information has also been published on the EuroFM homepage. The structure of the questionnaire was based on the European FM Standard EN15221-4. Only a few questionnaires have been returned. The PNG has decided to ask the research group responsible for providing resources and working closely with the country representatives to get more feedback from the different countries.

Another goal for PNG is to introduce the EN15221 to FM professionals and support them in their implementation of the new European FM standards. The experiences of the PNG members demonstrate that changes have already begun to take place in the different countries. It was very valuable for the members to share their experiences regarding FM activities. It was also agreed that it is important for the FM professionals (the clients) to ensure that the FM providers and FM tool developers also implement the new FM standards.

In the next meeting, on May 22nd in Prague, the group will focus on its collaboration with the RNG and the FM brand/image as well as other current issues. The PNG minutes and further information is available on the EuroFM internal homepage [www.eurofm.org](http://www.eurofm.org). The EuroFM secretary will be happy to provide the login details.

## Research Network Group

Prof Keith Alexander, Chair



Developing the network

At his first meeting as new Chairman of the RNG in Wädenswil (7/8 February 2103), Prof Keith

Alexander set out plans for restructuring and developing the research network and for improving communications, in a programme of collaborative work over the next two years (2013/14).

The plan envisages an open network operating as an online community, through an interactive web-site. Meetings of the group, consistent with the annual cycle of EuroFM general meetings, would create opportunities for sharing and exchange both within and outwith the group, with the aim of a closer understanding of current research and developing the network. Of particular importance is the development and integration of the embryo postgraduate network.

Three working groups will be established to take forward agreed research themes that comprise the current EuroFM research agenda - added value of FM, sustainability in FM and FM innovation.

Collaborative research projects will operate within the working groups which will carry the responsibility of engaging joint participation with practitioners and educationalists and of developing position papers to communicate more effectively to a joint EuroFM audience.

A second, inter-connected strand of the work programme will focus on network communications. Central to the improving the effectiveness of communication is the development of an integrated, interactive web-site for online studies including an open access publishing platform. All research outputs from the network will be openly available to the EuroFM membership. Proceedings of the annual Research Symposium and EuroFM research seminars and workshops will be published through the integrated platform to build a EuroFM knowledge-base, with a link to FM Insight.

The RNG will continue to recognize excellence in FM research through the current researcher of the year award, the recently introduced EuroFM fellowships and a new, annual best paper award.

The network will also take in lead in reaching out to the other network groups to address the EuroFM vision and mission of advancing knowledge at the interfaces amongst education, practice and research. Liaison with other leading research networks in related fields, particularly with the relevant working groups of the International Council for Research and Innovation in Building and Construction (CIB), is also seen as essential to the effectiveness of the network.

## Editorial Board



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IRELAND

Ian Townsend [ian.townsend@norlandmanagementservices.co.uk](mailto:ian.townsend@norlandmanagementservices.co.uk)



NETHERLANDS

Jelle van der Kluit [jelle@newdirections.nl](mailto:jelle@newdirections.nl)



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Olav Saeboe [olav.saeboe@pro-fm.no](mailto:olav.saeboe@pro-fm.no)



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JAPAN



USA



AUSTRALIA

Don Young [Donald.Young@ifma.org](mailto:Donald.Young@ifma.org)



### Research Knowledge area:

Keith Alexander  
[keithalexander47@gmail.com](mailto:keithalexander47@gmail.com)

### Education Knowledge area:

Pekka Matvejeff  
[pekka.matvejeff@laurea.fi](mailto:pekka.matvejeff@laurea.fi)

### EuroFM:

Ondrej Strup  
[Ondrej.Strup@heinconsulting.cz](mailto:Ondrej.Strup@heinconsulting.cz)

Contact EuroFM Postal Address: Postbus 5135 • 1410 AC Naarden • The Netherlands  
web: [www.eurofm.org](http://www.eurofm.org) • Email: [eurofm@eurofm.org](mailto:eurofm@eurofm.org)