



Landmark on the left bank of the Rhine

Melanie Meinig

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CZECH REPUBLIC

Lowdown on the conference with the IFMA CZ president Ondřej Štrup

By Arnost Wagner

We asked Ondřej Štrup, the IFMA CZ president and one of the event's chief organisers, for his thoughts on the EFMC.

How do you rate EFMC 2013, as hosted by Prague? Let's approach it from two angles: your view as IFMA CZ president and your own personal observations of this important event.

As I mentioned in our previous interview, all these conferences re-energise me for the period ahead. What made EFMC 2013 unique for me was the chance to take part in its preparation. I also indirectly initiated the idea of holding the conference here in Prague. While this was obviously a tremendous opportunity for us, it also placed huge responsibility on our shoulders and there was a certain uneasiness about whether it would all go smoothly. With

the conference over, the reactions I have received from participants indicate that it was viewed as very productive and even extremely positive. This was something I couldn't have bargained for so, in a personal capacity, the response was very gratifying because privately I was quite apprehensive. In this light, I am happy I was able to initiate such an event. How about from the second perspective?

Terrific satisfaction. Naturally, I view conferences like this as an event for the broad international public. In total, 653 delegates of 46 nationalities spanning four continents congregated in Prague. We brought together a large number of facility managers from all around the

world. For me, the important factor is what impact the event had on facility management in the Czech Republic, and how we can benefit from it. Initially I was rather hesitant, as there were not as many Czech participants as I had expected. This can be attributed to the registration fee, which was higher than what we are used to here. I would say, though, that this disappointment was levelled out by the way representatives of public authorities embraced facility management for the first time. The keynote address was delivered on behalf of the Czech government by Jiří Nováček, the Deputy Minister for Regional Development, who was representing Kamil Jankovský, the Minister for Regional Development, as he was out of the country at the time. It was pleasing to hear Mr Nováček say, during the opening lecture on the highly successful reconstruction of the Empire State Building, that a similar project would be only too welcome at our Congress Centre. Michal Mejstřík, a member of the National Economic Council, author of the theory behind the Czech Republic's international competitiveness and Czech economic luminary, accepted our invitation to attend the gala evening. He gave an interview which showed that he had grasped the significance of a field of industry that had made huge strides forward in the Czech Republic, and that he was also aware just how much facility management in the public sector lagged behind the commercial sector. Informed

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Comment

Maarten van Engeland

Managing Director ISS Facility Services, The Netherlands



Surprising government purchasing policy

With the new Public Procurement Act, which came into force in the Netherlands on 1 April 2013, and the recent coalition agreement for the current Rutte II cabinet, the Dutch government has taken two remarkable steps. Among other things, the new Public Procurement Act aims to counteract 'unfair competition' against SMEs. The 'unnecessary clustering' of revenue streams by contracting authorities (in order to then put them out to tender in a single contract) is seen as unfair competition and is therefore to be discouraged. Government bodies which nonetheless wish to cluster revenue streams will need to justify doing so.

This raises a fundamental question: what do we mean by competition? Is a big company that can handle large volumes guilty of unfair competition against smaller companies that cannot? Or is this rather one of the ways in which a big company can differentiate itself in a competitive market? If a multinational awards its facility services (cleaning, catering, security, etc.) to a single service provider in a worldwide contract – something that we are increasingly seeing in practice – should that be described as socially irresponsible competition against companies that do not have a worldwide network? If a client combines all its facility services into a single integrated contract, is that unfair trade with respect to single service providers? Even apart from the fact that this proposal runs counter to its legitimate ambition to save taxpayers' money through professional purchasing, it would seem that the government is skating on thin ice here. European public procurement legislation aims, among other things, to promote competition. The question is whether this ban on clustering has any place within this.

And there's more. The government is using

purchasing as a policy tool. There is nothing wrong with that per se. It does the same thing to encourage corporate social responsibility (CSR) among service providers, for example. But there is an important difference between these two uses of purchasing as a policy tool. In the case of the policy of encouraging CSR, service providers acquire a new way of differentiating themselves in the competitive arena. That is not the case with the policy of discouraging clustering. Quite the reverse: in this case, the policy is actually distorting the competitive environment. This means that the government is skating on very thin ice indeed.

The second remarkable step can be seen in the Rutte II coalition agreement. This agreement contains the following passage:

"By opening up the lowest pay scales, contract workers at the lower end of the labor market, such as cleaners and catering staff, can be taken back into regular employment. The government will set a good example in this respect."

In this case, the government is using purchasing policy (insourcing instead of outsourcing) as a tool of labor market policy (protection of contract workers). That intention is contrary to the desire expressed elsewhere in the coalition agreement to strive for a flexible apparatus of government. Outsourcing is, of course, an effective tool for ensuring flexibility. We also know from experience

that facility services performed in-house are generally inferior to those provided by external suppliers, in terms of both productivity and cost. Apart from that, the government is missing out on a great opportunity here. It is precisely in the interests of contract workers that the government should focus its facility purchasing policy on the outsourcing of facility services, but in an integrated manner with long-term contracts. Traditionally, these services are contracted out separately. That leads – especially in cleaning – to employment contracts with few hours and relatively poor working conditions. Integral outsourcing means that facility services are bundled in a single contract. This gives service providers the opportunity to offer their staff full-time jobs by combining tasks that were traditionally covered by separate contracts. This modern form of outsourcing is gaining more and more ground in the private sector. The government would be doing the 'lower end' of the labor market, the taxpayer, the public sector, the trade unions and the facility services industry a great service by studying some of the many examples of this type of outsourcing and learning the appropriate lessons from them.



Lowdown on the conference with the IFMA CZ president Ondřej Štrup

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of the successful lecture on facility management at Prague's central railway station, Professor Mejstřík immediately began to identify links with the construction and operation of transport engineering structures. As he is also the chairman of the Czech Aeroholding board of directors, he logically began to make connections with air transport operations. Accepting for the fact that airports can hardly be compared to railway stations, he was interested in how everything began and what impact the preparation of the tender for an integrated provider had on later routine operation.

How did the joint Czecho-Slovak preparations for the conference progress?

The truth of the matter is that the link between the Czech Republic and Slovakia was forged spontaneously at last year's conference in Copenhagen, where it was decided that the next meeting would be held in the Czech Republic. I was to go on stage and invite everyone to Prague. Karol Hederling from the Slovak Facility Management Association (SAFM) was standing beside me, and I said: "Karol, come with me, we'll hold it together." And he accompanied me to the stage. So jointly, as the Czecho-Slovak Republic, we announced our invitation to the next conference. They are very sensitive and perceptive to such chemistry abroad, and the response in Copenhagen was immediate and tremendous. Having embarked on this path, I asked my colleagues Viera Somorová, the SAFM president, and Karol Hederling, the SAFM vice-president, to help me organize the Prague conference. They were in charge of the research. Mrs Somorová saw to the events that took place on the eve of the conference – such as the all-day meeting of the EuroFM Research Group at the Czech Technical University, which essentially had her name all over it. Of course, as she was responsible for the educational side, she also arranged the academic and scientific elements of the whole conference, which basically meant half the agenda. The other half was commercial.

How did you choose the lectures?

A model has been established that has been generally followed at these conferences for many years. A group of experts – the PAG board – is appointed in advance to choose lectures based on their

individual summaries. These lectures must fully comply with the theme set for the conference. This year's topic was sustainable development. The second task was to block out, where possible, any purely commercial lectures. With this in mind, we prioritised joint provider-client lectures throughout so that we could be sure of genuine case studies. Despite the high registration fees, we cannot get by without a high degree of funding from sponsors, who obviously expect to be given the floor in return. We had two platinum sponsors at this conference – IBM and ISS Facility Services – who were automatically entitled to give an expert lecture. I was pleasantly surprised by their remarkably non-commercial approach, and found their lectures fascinating. Having said that, others who were more detached thought they were heavily commercial. This was perhaps the only criticism we noted: that some lecturers overly presented their companies. But that is a risk common to any conference.

What were the reactions to the lectures? In the wings I overheard positive responses to the lecture on FM in high-rise buildings...

Unfortunately I missed that lecture, and that is all the more reason for me to try to re-invite the lecturer back to the Czech Republic on some other occasion. TopExpo is holding a conference on high-rise buildings in Prague this November. I believe that could be a good opportunity for many more people here to hear this highly rated lecture.

Delegates were also able to network outside the conference. What else was on the programme?

EFMCs are usually launched by an opening party on the eve of the conference. Here in Prague we organized a party at Villa Richter, but the weather let us down. Amazingly, this did not put people off and we were pleasantly surprised by the number of guests. Despite the bad weather, they loved the venue and the next day they praised the Czech capital. Right from the outset, we heard the secondary motto of this conference, as uttered by the EuroFM chairman Ron van der Weerd: "Prague is full of bridges". The concept of bridges between various entities surfaced, and he went on to mention the bridge connecting the past and the present, the bridge

between America and Europe, Czechs and Slovaks, etc. I then took advantage of his bridge comparison between socialism and capitalism when we were sitting in the former congress palace – perhaps rather rundown for some people's tastes. I drew the audience's attention to the fact that the seats they were sitting on were not retro, but were the original seats the Communist leaders used to sit on, that the stage once witnessed the thundering speeches of Brezhnev and Husák, and later on addresses by President Clinton and Václav Havel, and that now there were 750 facility managers here and I was immensely happy about it. So this was another bridge, and essentially we were also building bridges between people. In fact, conferences are bridge builders and networking opportunities. Relationships are formed not during lectures, but in the wings and at parties, and I am extremely pleased that I was able to welcome so many experts from around the world and bring them into contact with our people.

What made the Prague conference stand out from others?

Obviously, the EFMC conference model is similar to the American model, so the stands and refreshments were in the same premises. Everyone leaving the lecture hall makes their way downstairs to the catering premises, and at the same time they are surrounded by partners' and sponsors' stands. It is at this point that everyone gets to know each other. People establish behind-the-scenes contacts, enjoy meals together, have a chat – this model is very practical. We built the first bridges here, and the final ones during the gala dinner at Zofin Palace. As foreign experts from America, Africa, Australia and Asia, who do not know our architecture, entered the building, we could see quite plainly how enthralled they were by the magnificent setting of the Zofin's main hall. It must have been an unforgettable experience for them.

What was on the programme during the gala evening at Zofin Palace?

The main item on the agenda of the gala evening was the award of two prizes, one of which is for a student or an individual who has submitted an interesting academic paper. This year we awarded the prize to a Finnish student, Kaisa Airo, who wrote an engrossing thesis about words and space. The other prize is called "Partner Across Border", and it is awarded to outstanding cross-border FM projects. The winner of this year's Prize was the "TEYSIS and TIFM Project", involving ARCHIBUS Solution Center – Romania, PROCOS Group Belgium and iNOVA Turkey. Their joint customer was Turk Telekom (Turkey). This is a typical example of how various FM groups can join forces to establish broad cross-border collaborations. This project was rightfully awarded the prize, and we can be thankful that it is from an area outside the "advanced" FM world. Then we went back to partying. I was pleased to see that Professor Mejstřík had an opportunity to meet the chairmen and presidents of most of the associations. He also met various outstanding Czech facility managers, so many people were in a position to explain to him their points of view of our industry. I believe this will help Professor Mejstřík and many other experts to understand the significance of our field of industry.

Were all the lectures in English?

As the Czech turnout was low, we trimmed costs by not interpreting any of the lectures into Czech. However, this may have caused problems for many Czechs of my age, who are among the top experts in our industry. While they can read a book and technical papers, they are shy of engaging in run-of-the-mill talk in English with people of various other nationalities. Unfortunately, with so few Czech delegates, this was an issue I was unable to press home. At next year's conference in Berlin, the lectures will be interpreted into German because far more local experts are expected to attend.

What are the plans for EFMC 2014?

At the end of the Prague conference, Berlin was confirmed as the host of the next conference, to be held from 3 to 6 June 2014. In terms of the Czech Republic's presence in Berlin, I would like to invite as many people as possible to submit their lecture summaries in time. Those who are invited to speak are given a free pass – quite a perk considering how much the registration fee is. The best bet is case studies encompassing the client, provider and consultant – basically examples of successful projects. The point is not to sing the praises of your company and crow about how happy the client is. It is up to the client to talk about this and present the benefits of the solution to delegates. I am also keen to initiate greater student participation in the "Poster Competition". This year, I managed to make an exception enabling a student from Ostrava, Tomáš Seliger, to enter the competition with his work about the facility management of historical buildings (specifically Sternberk Castle). His school, VSB – Technical University in Ostrava, is not yet a EuroFM member, which is a precondition of participation in this competition. Although he did not win, his entry was very successful. He received very positive responses to his work. I hope that most of the universities and colleges that teach FM will soon become members of the EuroFM so that their students' bachelor theses can be entered next year in Berlin. The student who enters the winning work is provided with an all-expenses-paid trip, including spending money, to the World Workplace international conference in the US (held this year in Philadelphia from 2 to 4 October). That's certainly worth the effort. However, the competition is only open to bachelor theses, and unfortunately bachelor degrees are underestimated in the Czech Republic. Our student competitions usually attract master theses. In the West, master's degrees in facility management are rare. Most facility managers there have bachelor's degrees. Our system is not yet that deep-rooted. We all hold second-level degrees and look down on bachelor's degrees. In this light, we must encourage the development of bachelor's degrees as much as we can. This could be considered a challenge for the future, as students are our future. Having introduced the idea of bridges, I would venture to say that students are bridges to the future, and it is up to us to support teaching at all levels so that we have as many qualified facility managers as possible, as soon as possible. Further information can be found at www.efmc-conference.com and www.ifma.cz.



Jiří Nováček, Deputy Minister for Regional Development, and Ondřej Štrup (right)

Strategic planning & strategic thinking: Why fms need to do both

By Barry Lynch, CFM, SFP, NCARB, MBA, IFMA Fellow

Understanding the components of strategic facility planning, strategic thinking and what strategic questions you might ask about your organization is critical— even if you are not in the growth mode.

Because many companies have practically halted staff growth in office space, it seems the discipline of strategic facility planning has died with the end of continual office space expansion in 2008.

The field hasn't actually died, but, for the most part, facility managers have stopped thinking strategically about facilities because their organization has no immediate need for more space.

Overlooked opportunities

If you consider strategic facility planning as the process of continually aligning the facility with organizational and technology needs of the enterprise, then there are many overlooked opportunities to add value. By gathering and analyzing the right facility information, within the context of the strategic facility planning process then overlaying the process with strategic thinking, facility managers can discover a value proposition for how their facilities enhance performance of the enterprise.

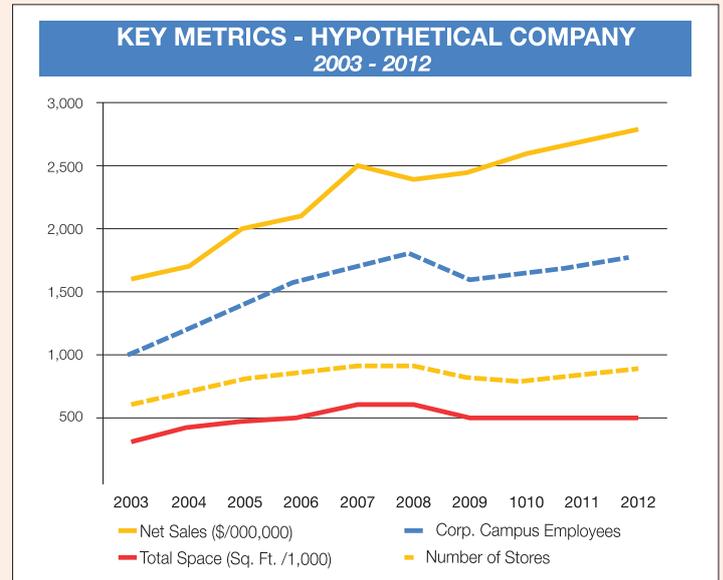
Facility managers have the unique perspectives of people, place and technology that gives them a holistic view of the organization which is required for linking strategic planning

and thinking.

Consider a company occupying an elegant, 1980's atrium office building at the edge of a neighborhood that was slowly deteriorating. The people, place and technology perspectives enables the facility manager to involve high-level decision makers early—making the process less of a construction planning issue and more of a "how do we want to run our business issue."

People- Working with the human resources department, the fact-finding process identified 25 unfilled positions in the organization as well as an approved increase of 25 staff for the upcoming year. This information gathering, when combined with the workplace survey that identified 50 vacant workplaces, provided important intelligence about future demand versus capacity that would not have emerged without the HR-facilities connection spawned by the strategic facilities planning process.

Place- In 2004, the company had purchased the twenty year-old building for US\$14 million and had invested US\$10 million in renovations and facility renewal. An engineering report identified an additional US\$12 million in facility renewal needs over the next



2 – “Where you have been” – “thinking in time” graph with Key Metrics facilitates “thinking ahead” a prerequisite for strategic facility planning.

ten years—bringing the total investment in the current facility to US\$36 million. The chief financial officer and facility manager considered a series of strategic thinking questions such as: Are we really in the right location?, Is the investment worthwhile when compared to relocating to a new or leased building? and Are there other unknown expenses that may emerge?”

Technology- The strategic facility planning process found that although the computer room's floor space was 70 percent empty, the existing uninterrupted power supply and emergency generator capacities would soon be inadequate when faced with a doubling of computing needs within seven years. The information technology department, CFO and facility manager again asked a series of strategic questions such as: Is the on-site computing worth the cost? and What are the alternatives to hosting servers in our headquarters? The construction cost of US\$1,000 per square foot, as well as the power bill for the computer room, became major components of financial analysis for various scenarios considered in strategic planning.

Armed with data and a strategic perspective, the decision was made to outsource server hosting to a co-location center if relocating to leased space was the final decision and to build a new computer room if a purchased or built facility was the outcome of planning. Early in the process, remaining in the current location was determined to be the least preferred option. This type of high-level, cross-functional, strategic thinking was not possible without the framework of the strategic facility planning process linked with strategic thinking.

Identifying your value

Kudos to the facility managers who have helped their organization weather the “great recession” through cost-cutting, facility consolidation and

growth without adding space. The next question is, do you really think that your organization will continue to decrease in staff size while growing earnings for the next ten years?

In order to create value for the organization, the right facilities need to be in the right place at the right time to support upcoming organizational initiatives. With business planning focused on a one to three year time horizon, and the time required to plan, design, permit, build and occupy a facility being more than three years, it's often difficult to have a direct connection between strategic facility planning and organizational business planning.

One can respond to this conundrum by “thinking in time.” This is a component of strategic thinking that will soon be explained more thoroughly. Facility managers can begin by considering how key metrics for their facilities and enterprise have changed over the past ten years. Figure 2 is an example that can begin the “thinking in time” process.

Facility managers can develop “what-if” scenarios that explain the facility impacts of certain business decisions in order to open lines of communication with business planners. There are certain known trends like the growing requirement for team space, the growing need for highly- skilled knowledge workers, the decrease in demand for less skilled workers and the ever-present business opportunity of expanding the scope of the business.

Overlaying the strategic facility planning process

The strategic facility planning process outlined below has similarities to IFMA's whitepaper, “Strategic Facility Planning.” The process includes four steps:

1. Where you have been?-Research and

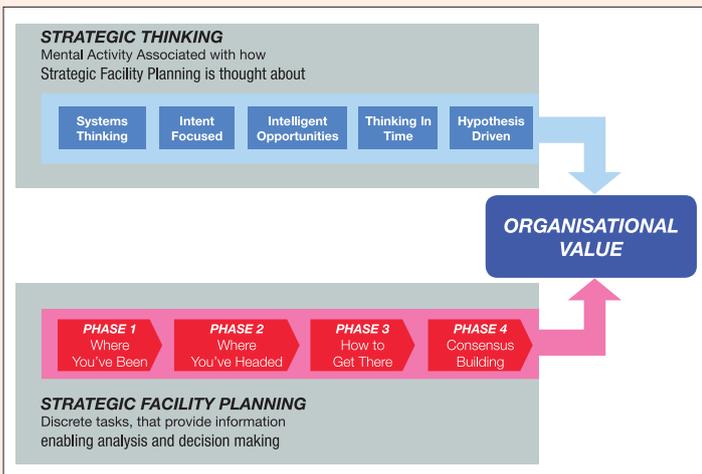


Figure 1 – Strategic Facility Planning and Strategic Thinking

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Strategic planning & strategic thinking: Why fms need to do both

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- benchmark existing operating cost and asset management.
2. Where you are headed?-Developing future staff and space needs within the context of various scenarios (multiple futures) creates options and focuses evaluation efforts on making a decision. A facility's vision and guiding principles can be developed to aid corporate governance and guide future decision making.
 3. How do you get there?-Determine the financial impact of scenarios. Analyze the financial difference between scenarios and identify potential benefits beyond pure financial impact to help clarify the best path moving forward. It should be pointed out that in facility planning the difference in the net present value between the scenarios is the most important factor in evaluating scenarios.
 4. Have you built consensus?-Soliciting feedback from a diverse set of stakeholders elicits a wide range of questions that come from different perspectives. Answering these questions helps target the best scenario and provides for a stronger business case.

This four-step process works for planning both new and existing facilities. When overlaid with strategic thinking, the process can provide key insights into how facilities can create value for the organization.

Strategic thinking vs. strategic facilities planning

Strategic facilities planning is a process from which an action plan (short- and long-term capital budgets) is identified. Strategic thinking involves thinking and acting within a set of assumptions and potential action alternatives. It also challenges existing assumptions and action alternatives, potentially leading to new more appropriate ones.

Strategic thinking is systems focused. Each enterprise operates in a unique "business ecosystem" and each facility department operates in an environment suited to the organization for which it serves. By benchmarking staffing levels, operating cost and fixed asset utilization, the facility manager can reconsider how their system works, how performance compares to other similar organizations and how performance might be improved.

Strategic thinking is intent focused

In addition to systems thinking, strategic thinking is intent-focused. It is concerned with continuously shaping the direction of the organization. Some examples of the interplay between strategic facilities planning and strategic intent are the facilities vision and facilities guidelines that are

typically adopted by decision-making groups during the strategic facilities planning process. These provide a system of decision-making guidance for future executives to ensure that the organization is continually moving in the desired direction. The number one strategic guideline of the GSA (U.S. General Services Administration) is "use what you have first." While this may seem obvious, it may not always be the top consideration of an ever-changing cast of decision-makers. The vision and guidelines provide the strategic intent for the GSA and keep it moving in the same direction over time—regardless of the changing cast of characters overseeing the decision-making process.

Strategic thinking employs intelligent opportunism

Intelligent opportunism is the third key element of strategic thinking. Traditional thinking focuses on how to make the most of limited resources and current opportunities (i.e. cutting existing costs). Intelligent opportunism allows organizations to take advantage of new ideas or strategies that are not in the mainstream organizational consciousness. Consider that in 2004 a financial institution developed a strategic facility plan to grow their business and envisioned a corporate headquarters when their main office headcount reached a certain level, which was reached in 2009. Just as planning for a new facility was started, a team-member's wife noticed that a corporate headquarters was for sale. She notified her husband, who, with some quick calculations, realized that the sale price was less than half that of the new facility being planned and that even when renovations were added, the total cost would be 30 percent less than a new facility. The financial institution's chief executive officer was intrigued by the opportunity because the building was in an ideal location. He decided to purchase, rather than build, and there was the unexpected benefit of occupancy a year early than the build scenario.

Strategic thinking is "thinking in time"

Connecting the past with the present and linking the present to the future (thinking in time) is the fourth critical ingredient in strategic thinking and goes hand-in-hand with examining the relationship between key metrics over time (the first step of strategic facility planning—see Figure 2.). Understanding the past leads to strategic thinking in time about the facilities' future.

Strategic thinking is hypothesis driven

Organizations that have the capability for strategic thinking frequently ask the question "what if?" Once again

the strategic facility planning process provides a framework for asking and analyzing questions with the scenario analysis process embedded in the second step of strategic facility planning. By creating multiple future scenarios the impact of an array of facility choices can be analyzed using financial analysis and other tools that allow for comparison of scenarios (refer to step 3 in Figure 2).

Start with the end in mind

The saying "start with the end in mind" applies to embarking on the strategic facilities planning process—especially when there is no current need for a new facility.

Situations where you might consider developing a plan include: when considering a facility consolidation; in an area of declining property values; in or adjacent a flood zone, or when considering alternative workplace strategies.

After you have organized a team with the right skill sets and procured an executive sponsor, you might want to consider some of the following issues and questions:

Phase 1: Where you have been?"- Are your facility operating costs (utilities, janitorial etc.) at or near the benchmark median costs for your area? Compared to other similar industries are you using your space efficiently? Compared to book value, what is the current market value of your facility?

Phase 2: Where you are headed?"- What will be your facility renewal expenditures over the next five, ten and fifteen years? What will be your expenditures to address computer room support over the next ten years? What would be the cost to relocate to a smaller facility with less vacant space? What is the exit plan for each facility? What is the cost to relocate?

Phase 3: How do you get there?"- What is the financial impact of staying where you are (operating cost and capital cost for facility renewal)? Using net present value financial analysis, how do the following compare to staying at the current location: relocating, consolidating facilities and pursuing a sale-lease back for the current facility?

Phase 4 "Have you built consensus?"- Balancing the short- and long-term needs of your organization can energize a passionate debate about your organization's facility future. You wouldn't have started a strategic facility plan without an inclination that there could be a better facility future. The strategic facilities plan has assembled data that makes a business case. Your executive sponsor is the key external spokesman in selling your plan in the organization. With the right amount of concise back-up information you can make the case for the best alternative scenario.

Opening your organization's mindset

When taken together, the elements of strategic thinking provide tremendous value for an organization and the

strategic facility planning process provides a framework for generating information. When properly analyzed, the information gives rise to questions, which in turn generate ideas about how to meet future organizational and facility needs. Enabling strategic thinking provides the following value-adds for organizations; a competitive advantage by enabling cross department collaboration; an environment that is more adaptable to change in the core business; and financial value on the balance sheet.

Strategic facility planning is a knowledge management and analysis process that supports strategic thinking. With the right steps in strategic facility planning, strategic thinking will flow as a natural result. They support each other. Strategic thinking identifies a gap between the present and potential better future. Strategic facility planning provides a process and framework for analysis that opens the mindset in an organization. This in turns creates value in the core business, whether in the public or private sector.

END NOTES

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Power to the people

by Nick Martindale

With global energy prices soaring, organisations are looking to alternative sources of power. A new breed of in-house energy generation equipment has created an unfamiliar landscape of cost, benefit and risk, finds Nick Martindale.

Energy has never been as topical as it is now for organisations in both the public and private sectors.

Not only are they under ever-increasing pressure to reduce their carbon footprints – given extra momentum through the climate change levy – but the rising cost of electricity and gas means this issue is now firmly on the boardroom agenda. Recently, an even-more alarming scenario reared its head; according to energy regulator Ofgem, the amount of spare capacity in the UK's network could fall from its present level of 14 per cent to just 4 per cent by 2015, raising the very real threat of power cuts in just a few years' time.

This, in turn, is creating opportunities for both in-house FM teams and FM service companies, in evaluating, installing and maintaining alternative energy sources that provide a degree of price and supply security outside of the main network. Mitie Asset Management is an example of one company that has actively targeted this space, particularly since its acquisition of the FM arm of

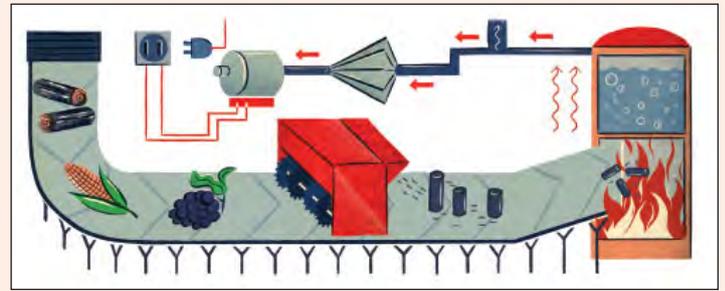
Dalkia back in 2009.

"Organisations are seeing that cost efficiency will only provide so much contribution to their own core operating model, and that they need to look more broadly than that," says Mike Tivey, managing director of Mitie Asset Management. "When you have a 24-hour process, such as a hospital or manufacturing facility, it lends itself to a generating asset."

Interserve, too, is one of a number of FM service companies – others include GSH, Balfour Beatty and NG Bailey – that are increasingly looking to get involved in this market. "FM organisations are in a very good position to be able to support and influence clients; but it also needs the client to realise that there's a need, and those two aspects are converging now," says Colin Hamilton, divisional director. "We're being approached by clients as much as we're approaching them."

Bright inventions

There are a number of technologies that can come into play here, ranging



from smaller-scale photovoltaic projects to combined heat and power (CHP) schemes and even larger set-ups around district heating or waste-to-energy. "Typically for commercial buildings, hospitals or higher education premises, you're going to be looking at CHP engines because it's a proven technology," says John O'Brien, managing director of consultancy firm LCMB. "You can drive it on gas or biofuel and they work fairly effectively."

"As you go up in scale, with larger heat loads, you can move towards gas turbines. When you get into the scale of a city you can look at more complex industrial processes like waste gasification, district heating using municipal waste or biomass." Such schemes are only likely to be suitable for organisations such as universities, he says, or hospitals in the same city looking to pool resources, he says.

Larger-scale anaerobic digestion and waste-to-energy schemes are less well-suited to FM organisations anyway, suggests Clare Wildfire, projects director at Mott MacDonald, and a number of established firms already exist in this area. "With a big project you might conclude that anaerobic digestion or biomass CHP would be a good thing to do but it's a bit risky," she says. "Unless we have a really enlightened client who was able to understand the risks we'd be very careful about suggesting that."

There are a number of different contract models emerging; some of which are better suited to FM organisations than others. The most basic is for organisations to fund the projects themselves, and either maintain them in-house or through a services provider. "If you take a CHP plant, it would typically cost £1,000 per kWh installed in terms of the capacity, 1p per kWh in maintenance, and then the cost of the gas to produce the energy," says O'Brien.

"You've got risk in acquiring the capital asset, and in maintaining it." Many organisations instinctively back off from this kind of arrangement, adds Wildfire, preferring to purchase a service, and move the risk firmly outside the organisation.

Next-gen outsourcing

Of more interest to FM organisations is likely to be the energy performance contracting model, where the FM provider arranges finance – often through a financial institution – to fund the investment, and takes responsibility for installing and running it.

From a customer perspective, this requires no up-front cost and the price of the equipment is usually exceeded by

savings on the energy bill. "For me, this is the next generation of outsourcing," says Tivey. "An energy performance contract sweeps up deployment of the capital asset and its operation, so the FM is very much contained in one single model. It's a convergence of capex and opex."

Interserve, too, has its eyes on these kinds of arrangements, and is currently bidding for a number of projects under the carbon and energy fund, which aims to create a number of such contracts with NHS hospitals running over a 15-year period, predominantly through the use of CHP. The length of other projects tends to vary; the capital investment made by the provider will usually have been repaid within 8 to 10 years, but contacts themselves may be much longer, particularly where part of the business case revolves around incentives such as the renewable heat incentive or feed-in tariffs.

Isabel Boira-Segarra, head of renewables at build asset consultancy EC Harris, says this type of set-up is particularly relevant to FM organisations because of the maintenance aspect. However, she points out that FM providers could get involved even where there is another FM services company already managing a client's estates. "You just have to be careful contractually that everyone understands their boundaries and who is doing what," she says.

A final alternative for end-users is simply to contract with an energy service company (ESCO), which can provide services in much the same way as organisations do currently with traditional energy suppliers, using decentralised energy. "They just provide a service of heat and electricity and typically charge on a fixed and variable cost basis," says O'Brien. "But you have the risk of the third-party becoming insolvent; the other risk is future performance, where your load profile changes. That could present difficulties because typically an ESCo contract will have a length of between 20 and 30 years. The other risk you take is that you could miss out on technical innovation in the marketplace."

Interserve recently undertook one such project on this basis, helping Severn Trent to grow maize on contaminated land for use exclusively in an anaerobic digester in Stoke Bardolph, Nottinghamshire. "They wanted to invest and do the work, and we designed and built it," says Hamilton. "The digestive gas is used to drive a 2MW CHP plant, and it provides the energy

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Healthy eating and the role of the facility management

by Arnoud van Hal, Managing Partner of Hospitality Design and John Dommerholt, Director of Hospitality Consultants and the editor-in-chief of FMI

Almost everyone in the Netherlands is familiar with the "Wheel of Five", a tool that shows at a glance how you can eat healthy. To eat healthy is important for both our physical and our mental wellbeing. But how can you influence the eating behavior of employees? At a time when catering contracts are becoming ever more commercial, this is of great importance.

The original "Wheel of Five" it contained a classification of foods in dates from 1953. Introduced by the five main groups. The "Meal Wheel" former Nutrition Information Office, replaced the original "Wheel of Five"

Power to the people

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for the sewage treatment plant." This kind of pure energy provision perhaps sits less comfortably with FM, however; leading players in this space include Dalkia, Cofely, Environenergy, Utilicom and EnerG.

Data with destiny

In-house FM teams and FM services companies also have a pivotal role to play in helping to make the case for such investments in the first place. "They hold the key to a lot of the data," says Wildfire. "A lot of the risks are about how technologies will perform for a building with a particular energy profile. The beauty of the FM industry is that they have access to that information." She led something of a campaign to raise awareness of this very topic a couple of years ago, including speaking at the BIFM conference, and feels now may be the right time to pick it up once more.

FMs will also be required to work with providers even if they are not the organisation that installs the equipment,

says O'Brien. "If you have a CHP scheme it's going to need integrating into the existing estate, so you'll have to cut it into the electrical and heating systems; FM will definitely be involved in that," he says. "FM teams will also have to understand from a conceptual and strategic point of view how the plants and the equipment operate and they will have to work alongside third-party providers, be they self-owned or ESCo arrangements."

The market today may still be relatively immature, but there are already signs that FM is beginning to move into this space in a meaningful way. This is only likely to become a more prominent part of the landscape going forward. "Energy prices are only going in one direction," says Hamilton. "As organisations and facilities managers come together to find solutions, even some of the things they're currently risk adverse to, like energy performance contracts, will become business as usual."

Case study - Royal Free Hospital

The Royal Free Hospital in London first adopted combined heat and power



in 1981, and was then in turn replaced by the "Nutrition Guide" in 1991. These two replacements, however, never managed to become as well-known as the original Wheel of Five. At the end of 2004, a new Wheel of Five was launched under the original name. In essence, the

wheel consists of five segments and five rules. Each segment shows what sort of products you can eat to keep your body healthy. The recommended amounts give an indication of how much you should eat from each segment per day. The five rules are simple and clear:

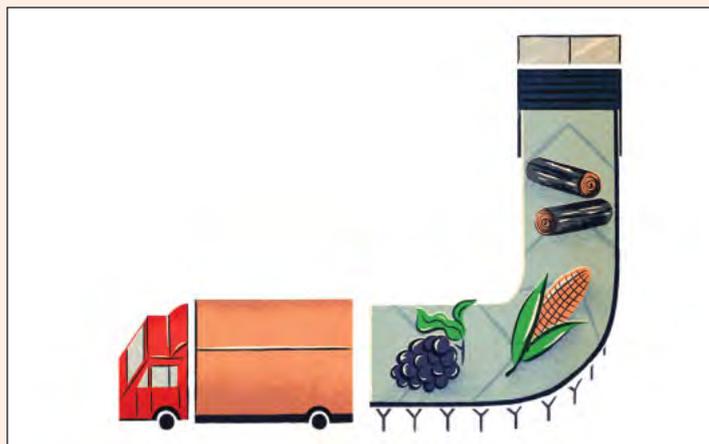
- Eat varied.
- Do not eat too much, and take some exercise.
- Use less saturated fat.
- Eat plenty of vegetables, fruit and bread.
- Pay attention to food safety.

By applying the principles of the Wheel of Five, you can lay the foundations for a healthy weight and a healthy body. But it must be accompanied by sufficient exercise. This reduces the risk of chronic illnesses, such as cardiovascular diseases, diabetes and some forms of cancer.

Changing structure of catering

The approach to catering is changing significantly. First of all, there was a transition to semi-commercial catering, which almost all facility management departments within The Netherlands have now made. After a long period of generous subsidies, they are looking for opportunities to phase these out. Broadly speaking, they achieve this by contracting on the basis of a fixed price, which maximizes the caterer's entrepreneurship and commercial freedom. The client still specifies a basic range of food that guarantees an affordable lunch or meets the requirements of the Works Council. The second major development was the application of different types of concepts. The best example of this is the use of "coffee concepts" which, in addition to luxury coffee and tea, often include an assortment consisting of sandwiches and all kinds of sweet things.

The changing structure of catering is resulting in a sharp decline in the client's influence on the range and on



in 1996, but with that equipment becoming increasingly inefficient, and an existing energy management contract up for renewal, it looked to revamp its operations.

With the help of the Carbon Trust, in 2008 the Royal Free Hampstead NHS Trust produced a five-year carbon management strategy, which revealed that the main requirement was an overhaul of the entire existing heat system.

"We still had four of the original 1970 boilers in place and, by now, an inefficient combined heat and power plant," says Martyn Jeffery, director of estates. "We were also left trying to coordinate contractors and major repairs, and that's not what our core focus should be."

After evaluating the different contracting models, it decided to seek an energy performance contract that would enable it to benefit from new equipment without any capital investment and appointed Mitie to design, build, operate and maintain a new energy centre using recuperated gas turbines.

Under the agreement, Mitie financed the purchase of the equipment and undertakes the running and maintenance of the plant, while Royal Free pays an annual unitary charge, which is subject to regular downward-only reviews. The efficiency savings are expected to exceed the initial capital outlay over the 15-year contract term, with both organisations benefiting from this.

The two organisations are now working together on two further schemes, involving both waste-to-energy and district heating, which could allow the trust to sell heat to local councils for use in community heating.

See more at: <http://www.fm-world.co.uk/features/feature-articles/power-to-the-people/#sthash.SjMWEZSL.dpuf>

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Healthy eating and the role of the facility management

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pricing. Because the caterers themselves are running a greater risk and are also increasingly responsible for the financial results, it is obvious that different choices will be made with regard to the food on offer. It is not surprising that they prefer popular snacks that are easy to prepare and have a high profit margin over labor-intensive healthy alternatives that make only a limited contribution, if any at all, to the profitability of a catering location.

The two aspects outlined above show that there is something of a dilemma here. In recent years, we have gained a greater understanding of the effect of diet on our health and even its role in preventing illness. At the same time, we are forced to conclude that new forms of contracts and concepts in catering are not directly encouraging the consumption of healthy food. How can a client influence behavior and encourage a choice of healthy food? In many cases, this involves issues that require good cooperation with the caterer or which must be clearly defined in a contract.

Contractual obligation

Encouraging healthy eating by attractive pricing is quite a traditional method, but one which is still often used. In practice, it involves subsidizing healthy products, which are then offered at an attractive price.

The client subsidizes the difference and reimburses the caterer for lost revenue. This subsidy can take the form of an amount to be paid per product or an adjustment to the fixed contract price.

Another well-known method is to include an obligation in the contract: the caterer must offer a range of food in accordance with the principles of healthy nutrition. A tool for this is the classification used by the Netherlands Nutrition Center, which divides food into three types of products. These are indicated by means of colors for each product group of the Wheel of Five.

- Preferred products: these have the best composition, compared with similar products. For example, they contain less saturated fat and more fiber.
- Medium products: these have a slightly less favorable composition than the

green products.

- Occasional products: these have the worst composition in their product group. They contain the most saturated fat, added sugars, salt and energy. If you want to eat healthily, do not use these products too often.

In the agreement with a caterer, it can be specified that the total assortment must consist of a minimum percentage of preferred products. Or the other way round: a maximum of 10% of the assortment may consist of occasional products.

'The ultimate goal is to increase awareness and change behavior'

Effect on behavior

Good communication might seem an obvious factor, but in practice this often seems to be one of the most difficult elements to get right. What is the best way of informing users about healthy food? The easiest methods are good product descriptions and the addition of health-related aspects. All the larger caterers now have labeling systems that clearly indicate whether, and to what extent, a product is healthy. These systems often also provide additional information about ingredients, potential risk of allergies etc.

This highly focused communication takes place on a practical, product-based level and is often left to the caterer. In consultation with the caterer, a client may also choose to communicate clearly and on a structural level about the importance of good nutrition. This can be done using the Wheel of Five, but there are other methods. In English-speaking countries, the Harvard Eating Pyramid is often used for this purpose. Consistent communication over longer periods is necessary in order to effect changes in behavior.

If organizations choose to implement a healthy living program, it requires an integrated approach. It is no longer just the responsibility of facility management



and the caterer: healthy living is judged to be important by the organization as a whole and is approached in a wide-ranging and integrated manner. In good healthy living programs, the various departments within an organization work together, with HRM and facility management often playing an important role.

The ultimate goal is to increase awareness and, if the people themselves want it, to change behavior. A healthy living program always involves the use of various tools. For example, there could be an intake session in which the health and lifestyle of participants could (optionally) be analyzed and the participants given tailored advice. The advice could be put together based on various building blocks, such as commuting (by bike instead of by car), fitness (e.g. offering opportunities for exercise at work or at a nearby gym), support from a dietician and, of course, healthy eating at work. This can be encouraged by low prices and by extensive information and communication. One option, for example, is to organize cooking classes.

Healthy preparation techniques

A completely different, but interesting, approach is to opt for different catering concepts and to use healthy preparation techniques. For instance, you can equip kitchens without deep-fat fryers, while still offering an attractive range of food. Or you can think carefully about the structure of catering concepts.

There are many possibilities. It is important to present the product range in the correct order. Healthy products, attractively presented, must be offered

first, which will definitely increase their consumption. Or you could aim for more variety and creativity in the design of serving areas and restaurants. At Dutch railway stations, we can now see a greater variety and a wider range of healthy products. Cases in point include "De Broodzaak" (Baker's formula) and "Julia's" (fresh Italian food): not traditional snacks, but restaurants with attractively presented and enticing products. This kind of approach can also be employed very effectively within a corporate catering environment.

Just imagine that in the future caterers might be contractually rewarded for a decrease in the rate of illness among employees or a decline in their average Body Mass Index. We may still be a long way away from these kinds of approaches, but some cutting-edge organizations are already thinking about them. A more immediate possibility is the provision of a contractual bonus if the caterer complies with predefined principles of healthy eating.

This takes some getting used to. But it is certainly interesting to think about, and it gives a whole new dimension to the cooperation with caterers. These are not ready-made solutions, but are intended to get people thinking. The whole issue of 'healthy eating' is still relatively young and can be approached in various ways. Sometimes it will be a case of trial and error, especially if you're looking at some of the options outlined above. But these are the most challenging and the most exciting!



Moving (sustainably) into the future

By Francesca Biraghi

Facilitating employee mobility reduces lost time and stress – and brings benefits for businesses.

The battle for sustainable mobility seems to have reached an impasse in recent years. In the business sector, the role of the Mobility Manager has not been embraced as widely as was hoped; as a result, initiatives to reduce commuter travel have dwindled and are often poorly coordinated. Vito Roberto Palmiotti, Administrative Service Manager at 3M Italia, looks at his company as an example and offers an overview of the current situation, explaining why mobility management is still an essential step towards the future.

What are the main sustainable mobility measures that 3M has taken?

In our company, we have acquired considerable experience in mobility management, which dates back to 2003. Amongst our current initiatives, one system that our employees value in particular is the company shuttle buses which run between our HQ and the nearest railway station. This is not a new initiative for us since we used to run a similar service at our old offices in the village of San Felice. The previous project, however, was an inter-company venture involving four other local firms, all sharing the costs and the vehicle fleet. The current project is exclusive to 3M, although we hope to bring in other companies in the future, in order to mirror the previous arrangement. As the shuttles are for employees only, and not for public use, it gives us greater flexibility and allows us to tailor the

service to our workforce's needs.

We also have a highly developed carpooling scheme. It offers various benefits for those who share their car for the purposes of group staff travel. These include a personal space in the company car park and free servicing if you do around 200 "group" journeys in a year. 3M pays the employee's servicing bill in full, up to a maximum of 300 euros. To help organize the initiative, we are implementing a software package designed to optimize the matching process for staff who offer this service to those who wish to use it.

Incentives for employees who make their cars available for this initiative are, in my view, not just a way of helping the project succeed – they are also our duty, given that these people are helping their colleagues to get to work and are therefore providing a service to the company.

What about public transport?

In this particular area, one of our recent ventures is Pass Mobility. This initiative, conceived by our Facilities Management service provider, enables our employees to buy annual season tickets for public transport at discounted prices. The company contributes in various ways: by paying 40 euros in advance towards the cost of each season ticket; by distributing the season tickets to employees directly from the main office; and by allowing them to spread the cost over the year through salary deductions. In this way, it is not only more economical for our staff but

also more convenient since we provide them with the form to fill in and they do not waste time going to buy the ticket.

Are there any initiatives targeted at specific groups of employees?

For people who do not own a car, or who do not have regular access to one, we launched a car-sharing service through an agreement with a specialist provider. Employees had to pay the entire membership cost but enjoyed reduced rates that applied even at weekends. Very few employees used this service, however, partly because car-sharing really only covers the urban area. People from outside of Milan would have a long journey on public transport to collect their vehicle and another long journey to get home after returning it, so the idea was simply not practical.

We also provide changing rooms exclusively for staff who want to play sport in the nearby Parco della Besozza in Pioltello, which means that they avoid a car journey to a gym or sports centre elsewhere. The changing rooms are well used at lunchtime. In addition, 3M has provided 20 bicycles for staff use.

When planning these initiatives, how important is it to analyse employee needs?

Let's be clear about one thing right away: for proper mobility management, you simply have to have a workplace travel plan. Not only does it underpin the whole initiative, but it is also a key requirement for all businesses under the Ronchi Decree and is essential for obtaining funding from Milan Provincial Council.

In order to establish a workplace travel plan, employees should be given a questionnaire to find out how interested they would be in using shuttles and public transport, to find out about their routes to work, and to encourage them to think about their specific mobility-related needs. And then you analyse the answers. The plan is usually updated once a year and, of course, whenever the business relocates. If you moved office without assessing employee needs and the mobility-related aspects

of the new premises, it would be grossly unprofessional, and it would sow the seeds for future problems and employee discontentment.

Our questionnaire contains this interesting and thought-provoking question: "In how many road accidents have you been involved over the last 5 years when traveling between home and work?" It was surprising just how high a proportion of employees had had one (or more). Clearly, we are not talking about serious accidents, just minor bumps and scrapes without injury. Nevertheless, one way or another, those events all end up costing the company in lost working hours, sick days, accumulated employee stress and subsequent dips in productivity, etc. And don't forget that commuting accidents also add to your workplace accident statistics.

Mobility management is the best way to drive down these costs.

How does the Mobility Manager work with the Facility Manager?

They are often the same person. I think that is how it should be, because any good Facility Manager should also be a competent Mobility Manager. Despite the negative points noted thus far, it is clear that sustainable mobility will become a very important – indeed, essential – issue for every business to tackle in the future. Traffic and pollution will continue to grow, and sooner or later, we are going to have to grasp the nettle. What's more, as far as Milan is concerned, Expo 2015 is set to bring some extremely complex transport problems, which certainly cannot be solved by focusing on the visitors alone without considering that local people will still be commuting, in the same numbers as ever. In this respect, corporate Mobility Managers would have plenty of solutions to offer, if only there were someone to listen to them.

The upshot of all this is that if you ignore mobility management, you are merely delaying the inevitable. And those who, like 3M, have already got to grips with the problem, will surely have an advantage.

What role do FM companies have to play?

They could start by improving what they have to offer by providing a genuine range of services dedicated to mobility, including managed workplace travel plans and strategies that emphasize the benefits for businesses. This means that each FM company should appoint its own Mobility Manager who would be responsible for devising and coordinating such services. It is important, however, to ensure that it does not become a role that you make up as you go along, given to someone with time on their hands. An unprofessional approach, in this field as in any other, would be decidedly counterproductive.



Landmark on the left bank of the Rhine

by Melanie Meinig

Vodafone's new German headquarters have been built on the site of the former Gatzweiler brewery in the Heerdt district of Düsseldorf. The "Workplace of the Future" was planned and constructed in a sustainable and employee-oriented manner.

In the future, around 5,000 people will be employed at Vodafone Germany's new location on the left bank of the Rhine in Düsseldorf, the capital of North Rhine-Westphalia. The complex of buildings, which stands on the 26,000 m² site of the former Gatzweiler brewery, was handed over at the end of 2012, after a total construction period of approximately 27 months. The relocation began on 17 December 2012 and is scheduled to be completed by late March 2013. In all, seven individual Vodafone sites will be brought together on the new campus in Düsseldorf-Heerdt. These include the two sites in Am Seestern in Düsseldorf which are still being used by Vodafone, as well as the Vodafone Tower on the Mannesmannufer. This high-rise building was recently sold to the State of North Rhine-Westphalia. The leases on the Am Seestern sites, where the headquarters and central building are currently located, will expire at the end of March 2013.

Architecture and usage

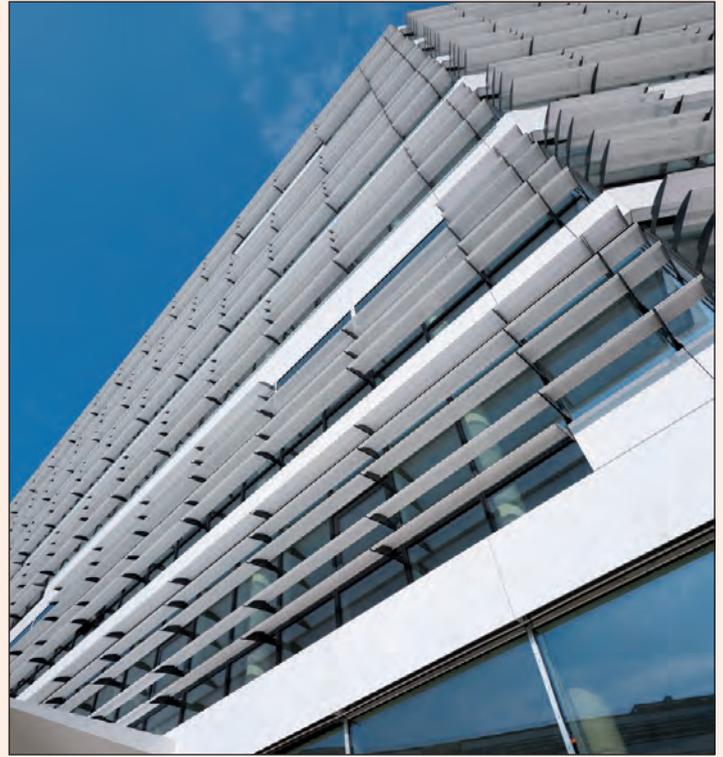
At a total height of 75 meters, the high-rise building designed by HPP Architects defines the main entrance to the campus, as well as being the main address of Vodafone Germany. The building has an oval ground plan and comprises 19 complete floors in total. Company management is housed on the 17th floor, while the 18th floor

contains the Customer Experience Area for major clients and also a sky lounge. The roof terrace on the 19th floor offers a panoramic view of the city of Düsseldorf and the Rhine. Overall, the complex consists of four main buildings plus a nursery. In addition to the areas that consist purely of offices and conference rooms, the site also includes a gym, a hairdresser's and shops for the Vodafone employees.

Alongside the main development in the form of the high-rise building, the remainder of the campus consists of low-rise buildings whose lobbies all open out onto the inner plaza. The various working areas can be subdivided flexibly and easily to form modular open office spaces, or to create individual subunits of 500, 600 and 700 m². In this way, individual areas can also be used or sublet independently of each other.

Work-life balance

Employees are served by a restaurant with a fresh new approach, with the well-known chef Nelson Müller being responsible for one of its five pavilions, in collaboration with the catering company Aramark. In addition, the campus also has a medical center, a nursery for around 60 children and a Vodafone shop. The idea is to ensure that employees can maintain a good work-life balance, with their everyday working lives being in harmony with



Fixed sheets of perforated, white aluminum act as external sun protection and as a design element in the façade.
Photo: Schäfer Lochbleche

their personal needs. Restaurants, bistros and coffee bars invite people to linger a while.

The connection to the transportation network is by means of an access area at the foot of the tower. In order to provide the required number of parking spaces, an additional parking lot was constructed outside the campus, at the Heerdt Triangle traffic intersection. There is approximately one parking space for every two employees. In addition, a large number of bike stands are available.

Workplace concept

The office concept is based on the basic ideas of the Office 21 joint research project by the Fraunhofer IAO. In addition, the experiences from Vodafone concepts in other countries were taken into account and incorporated in the design. The concept provides a modular structure inside the buildings, creating maximum flexibility to adapt to the necessary working conditions in the best possible way. So-called mobile working and the principle of desk sharing stipulate that employees do not use a fixed workspace, but can work together in different constellations, depending on the activity and the working situation. As long as they produce the necessary output, people can, wherever possible, work anywhere in the buildings – from four-person workplaces to separate areas, in the think tank, in project rooms, in the inner plaza in summer, from home or on the roof terraces. As well as the restaurant, there are other areas that serve as meeting points, for example a "working café", lounges, dedicated meeting rooms or office kitchens. On the other hand, people can

work quietly and individually in the silent areas of the libraries.

Great attention has also been paid to ergonomics in the Workplace of the Future; the desks, for example, are height-adjustable. Each employee is provided with a trolley, so that some of the documents that each person needs to store are also mobile. The acoustic design with sound-absorbing surfaces permits quiet, undisturbed working.

In addition, the communication group's new location makes it possible, for the first time, for the proportion of time spent working at home to be as high as 50%. This requires a corresponding element of trust on the part of the employer, because until now the proportion of time in the home office was only around 20%. In this regard, the relocation to the new headquarters has also been accompanied by a new way of thinking, since many employees were moving from a conventional office structure with cubicles and are now using desk sharing for the first time. As a result, the new concept combines two steps at once: working in an open space office and the idea of desk sharing.

In terms of communication, the company is also breaking new ground. The concept is called "Walk the talk" and involves employees using the same products and services that have been developed for customers. Only a very small number of workspaces still have a landline, but all employees have their own mobile phone, which is the main means of communication in the office.

Sustainability certification

The aim is to achieve LEED Gold

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Photo: HPP Architects/Zech Group/Archilooks

Landmark on the left bank of the Rhine

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certification for the project, even though the contractual commitment was only for Silver.

“With our Vodafone Campus, we also want to set new standards in terms of the environment and efficiency – and to create a future-oriented site for Vodafone,”

says Burkhard Wussow, Property Manager of Vodafone Germany.

“We are pleased that the supply of district heating by Stadtwerke Düsseldorf enables us to achieve a major component of our Green Building Concept.”

As well as the district heating, a biogas cogeneration plant is also used for

heating in winter. Thanks to absorption, the waste heat produced is used for cooling in the summer. Chilled ceilings keep the rooms at the right temperature in summer, while in winter heating is provided by floor convectors. Heating, cooling and ventilation can be switched on and off as required by means of presence detectors. The windows in the office area can be opened by hand and adjusted to personal requirements.

The plants in the inner plaza are watered via a rain water cistern. The fittings in the sanitary areas are also designed to conserve water. The raw materials for the construction of the campus were supplied from within a maximum radius of 800 kilometers, to avoid long transportation routes. In addition, up to 20% recycled materials were used. 16 charging stations in the parking garage of the new campus make it possible to use electric cars. The capacity of the stations can be extended to up to 50 docking points.

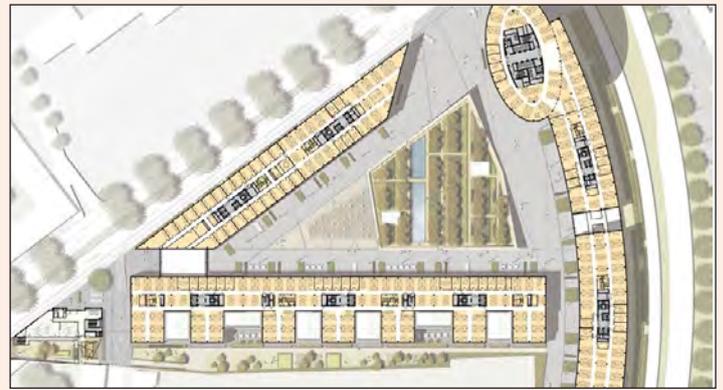


All smiles at the ceremonial handing over of the keys: Dirk Barnard, Director of Human Resources at Vodafone Germany, Burkhard Wussow, Head of Property at Vodafone Germany, Lothar Harmuth, Head of Project Management at VCD, Kurt Zech, Managing Partner of the Zech Group, and Burkhard Schmidt, CEO of the Zech Group.
Photo: Vodafone



The new way of working at Vodafone is open and flexible.

Photo: Vodafone/Jens Howorka



The campus is grouped around an inner plaza on the triangular site.

Photo: HPP Architects

INTERVIEW

“Pride in the office concept”



Photo: Melanie Meinig/industrieBAU

Hendrik Grempe, attorney, master of business administration (IWW), Head of Property Management at Vodafone D2 GmbH, in an interview with “Der Facility Manager”.

How long is the lease that you have signed for your new German headquarters?

The lease is for 20 years. In addition, we have an option for a further two times five years.

Why did you opt for LEED certification, rather than the German DGNB standard?

DGNB certification was not international enough for us. Since we are an international company, it is very important to us that we can compare the individual properties. The best way of ensuring this is LEED certification.

Who will be responsible for the facility management of the building?

Hochtief Solutions AG was successful in the Germany-wide tender process. This company will operate the building, together with other partners who have already acquired experience at our other sites.

What makes you especially proud of the building?

In particular, we are very pleased with the office concept. All our employees will be able to pursue and achieve the company’s goals from a centralized location. At the same time, the most varied requirements of the working world have been taken into account.

How are you going to accomplish the relocation?

Thanks to our change management, the employees were involved in the relocation process at an early stage and were suitably prepared. In accordance with the certification, we will also be conducting an employee survey after six months.

PROFILE

Property: Vodafone Campus Düsseldorf
Address: Willstädterstr. 71, 73, 75 and 77, Düsseldorf
Client: Die Developer Objekt, Düsseldorf
Owner: Deutsche Fonds Holding
Green Building Certification: LEED Gold anticipated
Opening: December 2012
Planning: October 2008 – December 2012
Construction time: October 2010 – December 2012
General planning/Architects: HPP Architects (stages 1 - 5):

Site size: 26,097 m²
Gross volume: 472,503 m³
Gross floor space: 108,276 m²
Gross floor area: above ground 86,000 m², 23,000 m² below ground

Construction costs: approximately €300 million

Façade construction: AG Dobler und Scheffer
Building control system: Siemens
Fire doors: Novoferm, Dobler
Sprinklers: YIT
Lifts: Otis
Doors and gates: Dobler, Novoferm, Hörmann
Occupancy planning: Quickborner Team
Facility services: Hochtief Solutions

How do words construct spaces?

A new approach for studies on social constructionism and the workplace

by Kaisa Airo

Workplace management is often associated with the management of a physical space. However, physical space is always valued, experienced, and used in social context, which is, in turn, connected to the use of language: the narratives that are deployed, the decisions that are made, and the conversations that have taken place are all connected with the physical space. It is for this reason that taking a linguistic perspective when investigating workplaces and how they function could offer new insights into the user's experience of the office space.

Take a minute to think about what you experience when you enter a new space. First, your senses focus on navigating the area. You think about which door you should open and which floor contains the exit. Then you probably start to notice the colors, the pictures and the symbols. You position yourself within the space. You are either a visitor or you have gone there to stay. Your goals and motivation to use the space differ depending on your role. You might wonder: who are the other users of the space? Where are they going and why? You might be amazed by the beauty of the surroundings or terrified by the gloominess. Slowly, you get used to the atmosphere. You adapt to the spatial arrangement and start to ignore the details. The space and its features become part of your everyday life.

Our experience of the built environment is one of the most commonplace experiences we can have.



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We rarely question, however, why it is that we end up adopting a particular mindset. Why do we appreciate the pyramids, but tear down the Berlin wall? They are both symbols of power. Every opinion, perception, conclusion and, ultimately, every experience is a product of our cultural and social understanding of reality. To some people, the grey office block is a symbol of prosperity and, to others, a symbol of injustice. These underlying assumptions are formed as we adapt to and evaluate a certain environment. These assumptions are also a product of language: the conversations we have had, the narratives we have been told, and the opinions we have formed, all of which are embodied in the cultural reality we consider as knowledge.

At this stage, it can be concluded that we experience the built environment from a certain perspective. So what? Well, the way in which we perceive and communicate in and about a space has a direct impact on its physical presence. If we consider, for example, the way we value old buildings, this has an impact on how they are preserved or restored. Social agendas also affect whether or not these buildings are preserved. What this means is that the way we think and communicate actually affects the physical state of tangible objects (Price 2013; Markus & Cameron 2002), which again has a direct impact on our everyday life. In other words, we both experience and create the space based on abstract ideals (Lefebvre, 1974). For example, apartments are built based on social rules of a particular epoch and culture: at the beginning of the 20th century, it was important to emphasize social status by building large halls. In the communist Soviet Union, domestic kitchens were designed to be small and non-functional so as to encourage civilians to dine together in public cafeterias. In other words, buildings, their layout and their facades, have always been representations of power, status and a cultural ideal.

There is a body of literature on the

different cultural meanings of built environments; however, these cultural studies on the built environment tend to focus on landmarks with strong symbolic, ethnic or historical value rather than modern everyday spaces, such as offices, which are usually studied from a functional rather than a symbolical perspective. Offices, however, are as much of a cultural construction as homes or landmarks and they should be studied more from a more cultural perspective. In order to adopt a cultural perspective, sociolinguistic methods should be applied in workplace management research: in other words, studying how language is connected to the workplace and vice versa.

How to study language and the workplace?

When adopting a sociolinguistic perspective in research, it is important to understand two things. First of all, language is not something that exists in isolation. Conversations depend on interaction between the one who "speaks" and one who "listens". In other words, knowledge transfer is always closely connected to the social networks and cultural settings in which it takes place, thus:

1) The context is more important than the content

For this reason, the language of the workplace should be studied in various different contexts rather than concentrating on one context and its individual features. The interest does not lie in what is said, but rather in how it is said, who is saying and, more specifically, which roles are adopted and which rhetorical strategies are implemented when communicating in and on the subject of the workplace.

2) Language of and about workplace is developed as a result of an ongoing process in which no one particular subject or organization is of key importance. The sole matter of importance is the network of stakeholders and institutions that share and develop knowledge within the social context.

The research should not focus solely on the users, producers, managers or any other sub-group in the context of workplace management. Rather, it should describe how the language of and about workplace is formed in a social network, that is, each step in experiencing and creating the office as part of an ongoing linguistic process.

In the context of my research, I have given examples of how the different ways in which we use language are connected to how we form our holistic understanding of the workplace. I am particularly interested in rhetorical constructs and what they reveal about the user experience of the workplace.

My goal was to both test the sociolinguistic methods in workplace contexts and to demonstrate communication patterns that construct the user experience of the workplace. I implemented five different steps in order to achieve this goal:

1. First of all, I reviewed literature on the use of a linguistic approach in

workplace management in order to see how this perspective has been adopted in the built environment field and what it contributes to the paradigm.

2. Following the literature review, I studied two relocation cases. I chose this as my focus because it was assumed that, as a result of the change process, the subjects being observed would be forced to reconcile their relationship with the workplace as they positioned themselves between the old and the new spaces.

However, during the interviews, it seemed as though the interviewees were repeating the same discursive structures, which implied that their views on space and the workplace were not connected to one specific kind of a space or office. This led me to look closer at the general discourse relating to workplaces and open-plan offices. For this kind of general discourse, I chose to focus on a general workplace that did not have any specific physical features or any particular kind of organizational structure.

3. I chose a magazine article and internet discussion about open-plan offices since it represented general and public discussion about offices and open-plan offices in particular.

4. Following the analysis of the aforementioned case study, the public discourse was compared with the discussions based on the two workplace case studies. At this point, the theme of identity started to emerge.

I felt that the conversations about the space had often transformed into conversations about identity. This led me to investigate how physical space interacts with the user, that is, what kind of nonverbal messages the space mediates.

5. For this, I turned my attention to an employment agency. I was interested in how the space itself supports the roles of the different users in the office, such as the customers and the employees.

How do words construct spaces?

What then can be said about language and the workplace based on these case studies? During the research process it became clear to me that, when talking about spatial changes in the workplace or forming an opinion about a certain space, namely an open-plan office, the primary question was how to persuade the opponent to think in a certain way. The interviewees spent a lot of time and effort assuming their position and validating their claims, rather than talking about the physical space itself.

While, during the interviews, the office users seemed to have their own agendas and their views differed, it seemed that the rhetorical tools used were the same. One of these typical rhetorical devices was to refer to group cohesion, whether it was from the opposing or from the conforming perspective. Secondly, the concept of the ideal was constructed and presented repeatedly throughout the interviews. In most cases, this ideal was a product of the interviewee's professional

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Cultural Issues in the Workplace

by Barbara Vacher

Cracking the Code

In 2009, Catherine Gall demonstrated the link between culture and office layout through her detailed comparative study "Office Code" which was carried out in six different European countries. Head of the R&D department at Steelcase, the researcher reopened her investigation with her new study "Culture Code" which included five more countries this time. Significant cultural trends and different office layouts were compared in six of the countries.

Camp beds in offices in China

Very autocratic and community-oriented, long-term thinking and always open to change, the Chinese have strong cultural values that are also highly ambiguous. They rely on implicit forms of language and often read between the lines. In business, as a result of these cultural characteristics, intermediaries and third parties play a very important role in resolving conflicts and dealing with difficult situations. Offices in China are very crowded, with the exception of the manager's office which is always extremely spacious. In this country, where the working day is very long and where the economy grows at a spectacular rate, it is not unusual to find fold-up camp beds by the desks of employees. And these are not for daytime siestas like in Japan but rather for spending the night in the office during busy working weeks.

Paradoxical working relations in France

Highly dedicated to their jobs and careers, but also very concerned about maintaining their quality of life, idealistic when it comes to personal career

development but also very respectful of the hierarchy, the French represent the ultimate workplace paradox. It is a dualism that often creates feelings of insecurity and disillusionment, an observation that is supported by the Steelcase study findings:

'Their strong emotional involvement at work often conflicts with their contradictory desire to escape to their own personal space'

While open-plan office layouts are becoming increasingly popular, French employees remain attached to the notion of having their own personal and clearly defined space. They are happy to work in moderately crowded spaces, opting for a professional and stimulating office layout rather than fun and trendy environments. In France, workplace cafeterias are also strategically located: coffee breaks are viewed as the perfect time for exchanges between colleagues.

A family affair in India

With its multi-ethnic society and paternalistic, family-oriented cultural values, India is in the process of creating a new hybrid cultural identity which brings together both traditional values and Western ways of life, according to the findings of the Culture Code study. Due to the fact that they spend significant amounts of time commuting every day, Indian employees prefer functional work spaces. It is no surprise that they are happy to work in crowded offices which are typically designed to reflect the company's hierarchy: managers work in luxurious but small spaces located not far from the other employees. Social rituals also play a significant role in the work place and mealtimes are viewed as indispensable occasions for sharing food and conversation.

In the Netherlands, cooperation is the key

Individualistic and with an open mind-set, the Dutch place great importance on equality, on employee-employer relationships based on trust, on cooperation and on their quality of life; they do not consider their job to be their *raison d'être*.

While 90% of them claim that



In the United Kingdom, where employees are very adaptable, collaborative workspaces and cutting-edge technology are considered top priority.

their job brings them satisfaction, it is also common for Dutch employees to take sabbatical leave or work part-time. Furthermore, some of their daily professional tasks are completed outside of the work place. This flexibility is reflected in the ultramodern design of their offices where managers prefer to share the work space with other employees rather than to work in separately assigned offices.

Multifunctional work spaces in Russia

Just like their "matryoshka" nesting dolls, the Russians have a plural identity, made up of a series of consecutive layers, each being a product of a different era in Russian history.

In this country, change has taken place rapidly and work environments have kept pace with these changes. While employees are used to crowded offices, they are also familiar with more open spaces. As is the case in the United Kingdom, property is very expensive, especially in Moscow; as a result, international companies are required to maximize their use of the office space. The Steelcase study findings confirm that Russian offices today contrast sharply with the style of "the traditional Soviet firm" in which "closed offices extend along the corridors and where the

size and location of each office reflects the occupant's hierarchical position".

The Americans put an end to the "cubicle"

They invented "the open space" and scrapped thousands of square metres of office cubicles: those little boxes that isolated workers located in the same large area. They were also pioneers in flexible working, the "third place", co-working and "smarter" office facilities. An individualistic yet team-oriented patchwork culture which favours change and implements pragmatic means of communication has enabled the United States to become a forerunner in defining new concepts for workplaces across the globe: collaborative spaces, videoconferencing, quiet zones, and remote reservation of meeting rooms to name only a few.

CULTURE CODE

Between 2006 and 2011, Steelcase undertook to investigate the relationship between work space and culture in different countries. The investigation was carried out by the "Workspace Futures" research team led by Catherine Gall.

11 Countries were studied.

100 Work environments went under observation.



In Asia, where culture has a very strong influence, small committee meetings are considerably more productive than large discussion groups.

How do words construct spaces?

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identity. Subsequently, while the supporting argumentations that followed used very similar rhetorical structures, the ideal presented, the concept of identity and the perception of the case study were viewed differently between the interviewees and also between the different contexts. For instance, the ideal of "functionality" was much more important to the construction company employees than those of the University, who appreciated "heritage" more. In both cases, the perceived "ideal" was a product of each employee's professional identity.

Additionally, the physical layout of the workplace was seen to reflect power issues and cultural pre-assumptions. For instance, in the case study which analyzed the employment agency, the areas of access and exits to the work space

became an important part of defining the user's status in relation to the space. It was important to see who was able to use the space: who has access where and at what times. Freedom in using the space tended to correlate with employee status within the space.

In conclusion, it can be determined that, when designing, relocating, or managing space, it is equally or perhaps even more important to think about how one uses language in and about the space, as opposed to merely focusing on what the space actually is. This should be acknowledged among all the main players in the facility management and built environment fields of study. In the same way that managing spaces is important, it is also important to manage the conversations that take place in relation to the space since they are not disconnected to the way in which users ultimately experience the workplace.

Chairman's report Chairman's report after the historical EFMC 2013 in Prague and before EuroFM members meeting in Sofia

Prof. Ron van der Weerd
Chair EuroFM



As I stated in the previous edition of EuroFM Insight:

In the same way that we all experienced that magic feeling in Wädenswil in

Zurich, Switzerland, I knew that that same feeling would be there at the EFMC 2013 in Prague.

EuroFM is, in essence, a network organization managed by its members who come together in formal, informal and social situations to develop new ideas and projects for FM.

Building bridges is a central task for the EuroFM organization and board and it is, in my view, the impressive and historical Karl's bridge in Prague that serves as a beautiful metaphor for what we do at EuroFM.

The EFMC in Prague was an enormous success. The conference program, both the business and the scientific content, were very well balanced and a lot of new ideas and developments were presented. The side events were also rather exciting. The visit to the underground railway station in Prague gave you the impression that you were in an airport; it really is an impressive Real Estate project that makes for an impressive tender. It is also a great FM challenge to have it operating 24/7.

Real Estate, property management and Facility Management all go hand in hand. They are so closely related and can benefit from each other extensively. However, it is still the case that their worlds sometimes seem so far apart. At the EFMC and at several members' meetings, initiatives are being developed to bring those worlds closer together.



There is now a close collaboration between RICS and EuroFM. We will be working together to organize a symposium in Brussels in November of this year and RICS will be hosting the members' meeting in the fall of 2014 in London. In this way, we are continuing to build bridges.

EuroFM is now entering into an intensive collaboration with the organizers of the MIPIM Real Estate fair to be held in Cannes in March 2014. A half-day session of the program will be dedicated to the FM industry and we have been invited to deliver a keynote address. At the same event, we will also be attending as a guest of RICS and will be present in their booth at the exhibition.

Together, with the main FM providers in Europe, we are working on a roadmap involving these main players and their interests in the context of the European political jungle that is Brussels. We are also trying to set up a European certification system for FM workers which is not in competition with but rather additional to and supportive of the IFMA FMP and CFM certification. This presents a real challenge as Europe is made up of so many different countries and histories with different levels of FM, different definitions and different languages. This is a challenge which, in my opinion, can only be addressed by a European FM organization that knows the European FM market and understands all the differences involved.

There is a branch of the Zurich University Hospital involved in constructing an entirely new hospital on the site of the old one which is, at the time of writing, visiting various hospitals in the Netherlands in order to share knowledge and experiences and to learn from each other. They are viewing the situation from a development perspective but one which is directly related to the users and one which represents therefore an FM perspective.

I think that, together, we are successfully building many bridges: bridges that are formed each time that we come together at our EuroFM meetings.

I hope to see all of you again in beautiful Sofia on the 10th and 11th of October.



Ron van der Weerd, Chair of EuroFM

EuroFM Reports

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Research Network Group

Prof Keith Alexander, Chair



Advancing knowledge

Network development

The Research Network has a full programme at the next

EuroFM meeting in Sofia. A one-day research workshop – ‘Advancing knowledge in FM’ will be held at the University of National and World Economy on Wednesday 9 October 2013. The workshop will review EuroFM research in the past, present and future for a publication that marks the 25th anniversary of EuroFM. Spring and autumn meetings in 2014 are planned in Helsinki and London.

The three RNG working groups are at different stages of their development.

Following meeting in Copenhagen in November 2012, the working group on Added value of FM (WG1) decided to continue the research and agreed a new agenda and programme. New contributions were presented and discussed at a workshop at the EuroFM Research Symposium in Prague.

The working group on Sustainability in FM (WG2) were not successful in a bid for funding for the and will hold a one-day workshop in Helsinki in February 2013, hosted by Aalto University. A

new agenda and programme to be developed and agreed at the meeting.

The new working group on FM Innovation (WG3) circulated a note of a workshop at the Research Symposium in Prague to a community of interest. A steering group has been established to take a programme of research collaboration forward. The group under the chairmanship of Prof Mark Mobach has already produced a green paper setting out objectives and issues.

The RNG is always seeking to improve network communications and has made proposals for development of its web pages to allow greater interaction and more information about the research activities of member research organisations.

Scientific publication will continue through special issues of the International Journal of Facilities Management to ensure that EuroFM is able to build its knowledge database. Contributions will be sought through a general call for papers (Advancing knowledge in Facilities Management) with three deadlines each year. A scientific committee and paper review panel established to ensure research quality.

The 13th EuroFM Research Symposium will operate as an integrated three day programme from 9/11 June 2014, as a vital element of the EFMC programme in Berlin. Nominations for the Researcher of the Year Award for 2014 will be sought following a meeting of the evaluation panel in Sofia.

The group is also seeking to collaborate with other European network groups. Proposals for joint research with the PNG, a poster award for Masters students with ENG and the creation of industrial studentships with corporate associates are being developed. The EuroFM Fellowships scheme will be introduced this year as a joint activity amongst all network groups.

Practice Network Group

Susanna Caravatti-Felchlin, Chair



Meeting in Sofia

The day before the EFMC 2013 in Prague, the Practice Network Group (PNG) held its ordinary meeting at the ISS facilities. We had a very important discussion about what we could do better or differently to attract more Facility Managers in Europe. The minutes have been published on the PNG section of the EuroFM homepage.

The Bulgarian Facility Management Association has invited us to hold our next meeting in Sofia on 10th and 11th of October. This will be an excellent opportunity to visit Bulgaria this autumn. BGFMA invites all EuroFM members to come to Sofia, one of the oldest capitals in

Europe, and spend two or more days in this beautiful city. You will find the Welcome Brochure with all of the details on the EuroFM homepage www.eurofm.org

We have organized a very interesting agenda for the PNG Meeting on Thursday 10th and Friday 11th October which will give you the opportunity to get to know other FM practitioners in Europe and to exchange your experiences and ideas and ask any questions you may have.

- Talk about FM in Bulgaria
- How could FM specialists bring value to the management of public buildings
- Status of the Market Data Project
- Experience with implementing the EN15221 in different countries and companies
- Benchmarking FM

We are always very happy to welcome guests or new EuroFM members.

On our PNG homepage, you will find the detailed agenda, our current address list and information on other further activities www.eurofm.org/groups/practice/

Education Network Group

A.J.M. Otto MA, Chair



The Education Network Group meeting scheduled to take place at the EuroFM members' meeting in Sofia

will be divided in two parts: On Thursday October 10th, there will

be an ordinary meeting. The agenda and the minutes of the last meeting will be sent to all members at the beginning of October.

In order to make the EuroFM meeting more interesting for speakers and ENG members, there will be no ordinary meeting on Friday October 11th.

Instead, there will be a special group outing organized to visit a hospital or government building which will provide us with a first-hand view of how facility management operates in Bulgaria.

I hope to see lots of members at the Education Network Group meeting.

See you all in Sofia.



Sofia Business Park

