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Gestire
Rivista di Facility Management

It's not about the money, it's about the core business

By Paola Pristerà

A study by IFMA Italia has confirmed an upward trend in outsourcing, with the main reasons being to allow greater focus on core business activities and to increase flexibility.

IFMA Italia recently concluded a study aimed at examining the trend of outsourcing in Italian businesses. It also aimed, more generally, to establish service demand expectations with regard to FM companies and the future development of the market.

The study gathered the opinions of one hundred Facility Managers from the same number of operational businesses across Italy. No less than 24% of these professionals report directly to Managing Directors or Chief Executive Officers and therefore carry out their

strategic role of Facility Manager in the most advanced companies worldwide in terms of FM. The study thus represents a highly skilled sample group, ideal for providing a reliable insight into how Italian businesses perceive outsourcing and those involved in the market.

Upon first glance of the results, one surprising fact stands out. Of the main reasons driving businesses to outsource, cost reduction occupies only third place with 38%, lagging fairly far behind the top two reasons on the list, which are the possibility of being able to focus more

on core business activities and creating greater flexibility, with 50% and 48% respectively (every interviewee could give up to three different reasons). This fact, alone, demonstrates the marked cultural growth of Facility Management within Italian businesses, although it should be noted that IFMA Italia's study group represents the upper end of the scale in terms of demand for services. Nevertheless, the result indicates a clear, widespread realization that entrusting all basic operational activities, and some management activities, to third parties enables companies to focus their resources on core business activities and allows Facility Managers to focus solely on strategic activities, thus making a more effective contribution to company development. In turn, the fact that companies are looking for greater flexibility shows that they believe that turning to the outsourcing market gives them access to an enormous range of service possibilities, with the option of choosing services that are more tailored to their needs as and when required. Finally, the clear gap between these top two factors and that of cost reduction proves that Italian Facility Managers are now mindful of playing a dynamic, strategic and proactive role

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Comment

Exciting times for Facilities Management

Prof. Ron van der Weerd
Chair EuroFM



We have plenty of challenges but also very good opportunities ahead of us. However, let's rid ourselves of that cost reduction mantra. Stop telling yourself that we are only costing money and we always have to supply our organizations with better services for less money.

We know better.

Healthy space design, optimal nourishing procedures in hospitals, healing environments are increasingly

proven to be the crucial factors in the better and faster recovery of patients. But that is not just all that we provide. For various situations, we have the answer: optimal ICT support for education and blended learning, efficient document logistics for an insurance company, the best reception desk in a hotel, emergency evacuation procedures, an efficient and well run BIM software program, BDFMO constructions, producing biogas on the basis of clever waste management and selling it on the open market. We could go on.

We are so integrated and supportive to the core business of a company or an organization that we, as Facility Managers together with others, are

always working on the optimal output for any organization.

So let's stop talking about adding value to an organization.

An organization that is not working, proceeding, producing or accommodating itself in a green and sustainable way, will in the end not survive. Others who organize their place, their processes and (the mind set of) their people in the way that, with respect to our planet and future generations, they can earn an honest profit will be competitive, lucrative and create jobs and sustainable welfare.

An excellent example of this is the large real estate project run by the FM department of a large (emerging) company in the Netherlands. This project involves newly built office space, which reduces office buildings and office space by 50%, introducing other managerial systems (output

management), training staff in other ways of working, offering other labor conditions and new ICT devices. This investment of more than hundreds of millions euros expects returns in the medium-term all while the employee satisfaction rate continues to grow. Who is now asking anything about the added value of FM?

FM – Innovation, Integration, Vision is the main theme of the EFMC 2014 in Berlin hosted by EuroFM, IFMA and GEFMA. It is very prestigious and promising FM event at beautiful venues and with excellent speakers from Europe and the rest of the world.

Let's meet there and discuss our promising and challenging FM future where added value will no longer be an issue.

See you all in Berlin June 4th-6th 2014.

It's time for innovation: becoming the facility manager of tomorrow

The role of the facility manager has definitely grown in the past couple of decades and evolved as facility management (FM) has become an intriguing but yet important industry of today.

Time and again we exploit the various facets of FM in terms of Services, Catering, Cleaning,

Management, IT, Property and so forth. However, FM does not end here, the bigger picture is drawn

It's not about the money, it's about the core business

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within their company; their role is no longer perceived as simply carrying out detached operations such as spending cuts.

Having established what drives businesses to outsource, the study then aimed to ascertain whether businesses consider the market to be sufficiently capable of meeting their requirements. The results can be interpreted in two ways. On the one hand, the response was undoubtedly positive in that no less than 50% of the interviewees stated they were satisfied with what is on offer while just 7% were dissatisfied. On the other hand, however, it should be noted that almost half of those interviewed (43%) felt that the market does not meet all of their needs.

But what exactly is missing from the current market offering? How would businesses like to see the market improve in order to fulfil their needs? The three areas that stand out are sub-contractor management, the performance measurement system and staff management. These are essentially managerial functions and show that service demand has evolved. Naturally, this means that even the most important service aspects are being sought on the market.

It is, however, interesting to also consider the other side of this equation, which is that businesses requiring these services do not seem to be willing to pay more to ensure access to such skills. This is evident, for example, when one considers IFMA Italia's Benchmarking data for one of the most discreet and most highly requested services – cleaning (of one million FM contracts, cleaning services account for around 40%). Indeed, analyzing the

when we ask ourselves: where will FM be in 5-10 years from now?

Let's face it, huge companies invest millions in projects with large expectations. But how do we expect FM to become part of such large investments without being innovative? FM can be implemented virtually everywhere, we just need to prove its longevity.

What must the FM professional then need to do to still be relevant in the future?

The route to economic growth is innovation; it is the creation and transformation of new knowledge into new processes and services (Gerry Johnson, Richard Whittington, Kevan Scholes, 2011). We must therefore continuously look into innovation. Innovation is what is going to set us apart from the conventional look of "what is FM?". We want people to link FM with being one of the

results, we can in fact see that in recent years cleaning service cost trends have followed general price trends exactly and, therefore, labor cost trends.

And so the situation seems to have reached a stalemate. The current negative economic climate is also a contributing factor. FM companies that want to invest in developing their technical and managerial capabilities and providing a broader service offering to businesses are unable to do so because they do not feel they will be given monetary recognition for these additional efforts, which remain encompassed within the total cost of the service. From their point of view, businesses requiring the services generally do not feel in a position to be able to increase investment in these services in any way. A market requirement is therefore currently not being met, meaning that further chances to grow will only arise once the stalemate is broken.

leading work-field of the innovative industry. The perception of FM being business support will change to a reality of business critical. We ought to undergo this transformation as "the new generations want a return on investment and a work-life balance. Anything that does not provide value—people will disengage" (Melanie D.G. Kaplan, 2013). Engaging with organizations is needed, for them to comprehend the essence of imbedding FM in primary activities. We must dare to stand out by being able to provide an inspiring vision. This also means involving and empowering non-facility managers, especially the top level to understand the immense world of FM. It is therefore necessary to advocate that FM is here to stay and creating that sense of making the impossible possible for the organizational needs of the future.

Think this is too high of an expectation? Not in these turbulent times! We live in an extraordinarily fast-paced world. Which means time is money. This brings us to the worrying fact, that most people in businesses cannot be bothered with small nuisances such as support services, workspace management etc. FM should not be perceived as one of those nuisances. Hence, the next step is to display the new face of FM by delivering excellence on innovation.

The new facility manager appears, by working towards innovation. If so, FM will be able to bring out the best of the valuable assets of the organization. There are many goals that organizations aim to achieve such as retaining competitive advantage, which is difficult to attain. FM must be able to set an example to overcome this barrier in order to gain economies of scales. For us to do this, we must collaborate and work closely together. This means networking, knowledge sharing and learning from one another. Participating at conferences such as the European Facility Management Conference which provides the perfect platform where international experts present during the Business Conference and the Research Symposium makes this possible.

FM might not be ready to demonstrate its new image now. However the fresh-minded FM students of today will be ready. They are the "new FM". They will be the innovators that will uplift and maintain the existence of FM as they have grown into this world of fast-moving paradigm shifts. That being said, FM will become a paramount factor for organizations; once it's able to continuously display its new face as a business innovator.



The 2014 EuroFM Winter School went to a Shopping Mall!

By Pekka Matvejeff

The third EuroFM Winter School was held in February 2014 at Laurea University of Applied Sciences in Espoo, Finland. The topic was “Service Innovation and Design in FM context”. A group of 24 international students from 10 European universities went to a shopping mall in order to develop its current services and come out of new innovative service ideas and concepts.

Sello Shopping Mall is the second biggest shopping mall in Finland having more than 170 shops and 23 million annual visitors. Sello is managed by Oventia Group, which is a leading real estate and property service provider in Finland managing 12 shopping malls in Finland through a management contract with the owners of the buildings.

Oventia Group has identified growing needs for developing innovative and cost efficient service concepts in shopping malls and other multi-use facility-type of buildings. In shopping centers these developments mean an increasing combination of commercial and public services for the benefit of the end-users and the community. At the same time commercial space and public space are blended into each other. Sello’s marketing slogan “More than just shopping...” also indicates that the shopping mall is also a place for socializing and spending time with friends.

Applying Service Design tools in FM context

From this standpoint EuroFM Winter School students took themselves to the streets of Sello Shopping Mall, which is situated within a walking distance from the Laurea Service Innovation and Design (SID) Campus in Espoo. In six

subgroups students focused on certain selected end-user groups (families, students, teenage girls, single mothers, singles and elderly people), which the client (Oventia Group) saw as potential groups for future service developments. The main objective for the intensive project was to come out with ideas to enhance socializing opportunities and develop a community-type of feeling in a shopping mall.

Laurea’s service design (SD) specialists trained the students to use various SD-tools (e.g. customer journeys, personas, interviews) to gain detailed insight of the space usage, “hotspots” of target groups and customer behavior. With another set of SD tools new service concepts were analyzed and further developed. The intensive Winter School week ended with a poster exhibition where each student group presented their new service concepts for the shopping mall management. “The development ideas of students were very innovative and open-minded. We will definitely choose some of them for implementation in the near future”, stated Mrs. Marjo Kankaanranta, director of the Sello Shopping Mall management company.

According to the student feedback the intensive week was also successful.



Here are some comments received from students:

“The way of teaching was very innovative and interesting, because there was a lot of interaction.”

“Apart from the extensive school week we got to know many other students with different backgrounds. We had the chance to get to know them and to exchange experiences.”

“This intensive week was worth to go. We have improved our knowledge, made new friends and got a chance to expand our network. If we could, we would definitely participate again.”

For the first time, EuroFM Winter School also offered the EuroFM Education Network Group (ENG) member university lecturers to participate in the Winter School as observers and assistant coaches. Four lecturers from Hanze, InHolland, Saxion and NHTV Breda UAS were along for the whole week to deepen their knowledge in service design and learn from each other.

Future prospects

FM is increasingly one of the driving forces in improving the quality of life and wellbeing of different stakeholders. FM has become the facilitator of sustainable life-cycle solutions for buildings, new ways of working initiatives and services innovations.

Urban areas and our growing cities of today are becoming complex ecosystems. This development creates challenges in ensuring sustainable development and safeguarding the quality of life of citizens. Many public and private organizations are facing demands that cannot be solved by separate entities; the solutions need to be created by increased participation of all stakeholders. Companies and public service providers operating within domains like healthcare, urban planning, energy, and safety or even shopping malls are in constant pressure to renew their approach to deliver services to their citizens or clients in a way that is more user-centered and cost efficient.

Winter and Summer Schools, joint study modules, internships and even publicly and privately funded development projects are good “vehicles” to push forward applied

research in this field amongst European universities. The collaboration has already created innovative operating models based on partnership, experiential learning and research. Implementations are genuinely rooted in the working life and aim to produce new practices. This progress requires increasing collaboration between universities, lecturers, students, business and public enterprises and other working life experts. In the end, it will add substantial value to all stakeholders in the process.

The faculty representatives of EuroFM Winter School participants are convinced that applying FM knowledge and utilizing Service Design methodologies within a co-creational process with stakeholders can have a substantial value for addressing the above indicated complex societal challenges.

EuroFM Winter School was founded by the EuroFM Educational Network Group members.

It is a one week intensive study period, which offers students another type of learning experience in an international and multicultural environment.

Each Winter School has a specially selected theme based on the expertise of the hosting university.

The first Winter School was held in 2012 in Hanze UAS (Groningen), 2013 in Zurich UAS (Wädenswil), 2014 in Laurea UAS (Espoo).

The 2015 Winter School will be hosted by the Hague UAS in the Netherlands.

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Smart data, smarter decisions

By Alana F. Dunoff

Data is an underutilized and powerful resource. Facility management professionals tend to collect and own a lot of data. Most of this data sits in computers or in mounds of paper reports just waiting to be understood and shared. Maybe it is a lack of time or fear of all those numbers or it is just not our favorite thing to do—whatever the reason, FM professionals often utilize a small portion of the data available—one report out of a mountain of data.

There is hope though, with proper planning and a few simple tools, your data can work harder and smarter. Your underutilized passive data can turn into real actionable knowledge. Knowledge that communicates value, explains a need, and ultimately allows you to make smarter decisions.

Garbage in, garbage out

Most FM professionals make daily tactical and strategic decisions based on data, but how can you be certain your data is smart? The adage “garbage in, garbage out” holds true for data. If you have bad information, from inconsistent or old sources, that bad data can influence your decision making.

You might be thinking data is just numbers, how can it be smart? Smart data starts with collecting information that is consistent, valid and reliable. Good information is accurate, usable and comparable. Having smart data is the first building block. These simple numbers from a report become the critical data that feeds directly into our performance measures.

Performance measures are the metrics, key performance indicators (KPIs), best practices and benchmarks utilized to measure and demonstrate our successes and challenges. Performance measures are now a vital

aspect of our accountability to our organizations. These measures are the goals we work toward on a daily basis that also directly support our decision tools.

Decision tools are the documents and reports you and your entire organization rely on to make effective strategic decisions.

Tools like dashboards, a balanced scorecard, financial analyses and business case scenarios are all processes that rely heavily on data to make decisions. Even the request for proposal (RFP) document and process is essentially a decision tool that helps you to decide on which service providers you will utilize to support your facilities.

Figure 1 illustrates this dynamic process of ensuring you have smart reliable data at the beginning so at the end you can have confidence in your decisions. If you want to make informed decisions, you need smart data—information that is actionable and tells a story.

What is actionable data?

As a facility manager, you might find yourself trying to explain a need, justify a decision, implement a new service or process, or even ask for more financial resources. Your job is to be the voice of the building and

the people inside. It is a big task to figure out how to convince senior management or other stakeholders to see it from your perspective. Having good data as part of your regular vocabulary creates a solid platform for getting your voice heard louder and more clearly.

Good actionable data is strategic; it can illustrate trends and provide context. It can help you speak the language of the C-suite allowing you to better influence decision makers. Good data can help you improve the perception of the value and efficiency your facility management department brings to the organization or it can help to increase awareness or introduce new processes, procedures or service levels. Smart data highlights processes to improve, grow and change, as well as when you should pat yourself on the back for a job well done.

Actionable data has depth and provides insights into your organization. When you have a deeper knowledge of your organization you can make smarter decisions.

Where do you get good data?

We are surrounded by data. Just take a look at your desktop to see all of the icons for the automated systems you have; building management systems (BMS), energy management systems (EMS), integrated work management systems (IWMS), computer aided facility management systems (CAFM), work order systems, personnel data systems, financial and budget systems, and the list goes on. Each of these resources provides reports and information. Chances are you print out one or two reports from these systems ignoring the rest of the data.

Other data may come from customer survey tools, perhaps your organization does work order satisfaction surveys or annual how we are doing surveys. You can also collect data by walking around your facility and observing or by meeting with senior management to collect space programming or planning information.

The data is there, right at your fingertips. And you can make the data more manageable and usable, but for some there are major challenges to overcome.

Challenges and solutions

1. There is so much data, how do you know what to use?

You can't spend your days manipulating data and creating reports. Where do you start? It can be overwhelming. Start with taking a deeper look at the data that is most important to your organization, clients, stakeholders, senior management and staff. How do you know what is important to them? Ask them. Ask them how

they perceive the FM organization or if you are meeting their expectations. The answers might tell you where to focus your efforts first.

Another approach is to take a look at your organization's mission, objectives or corporate responsibility statements. If your FM department is aligned with the organization you should quickly be able to identify data that supports these efforts. If your company is all about sustainable initiatives then focus on the data from your EMS system. If your company is in a cost reduction mode then focus on the areas where you know you have contributed to the bottom line.

The trick is to stay focused and not take on too much. Don't try to answer all the ills of your organization at once. With surveys for example, there is the tendency to ask a lot of questions since you are already asking, what's wrong with a few more questions? But then the results come back and you are faced with hundreds of pieces of data to sort through. It is better to pick one problem and solve it with data. Don't ask 50 mediocre questions on an annual survey, ask five great ones. Then the data analysis is streamlined, manageable and the results are more self-evident.

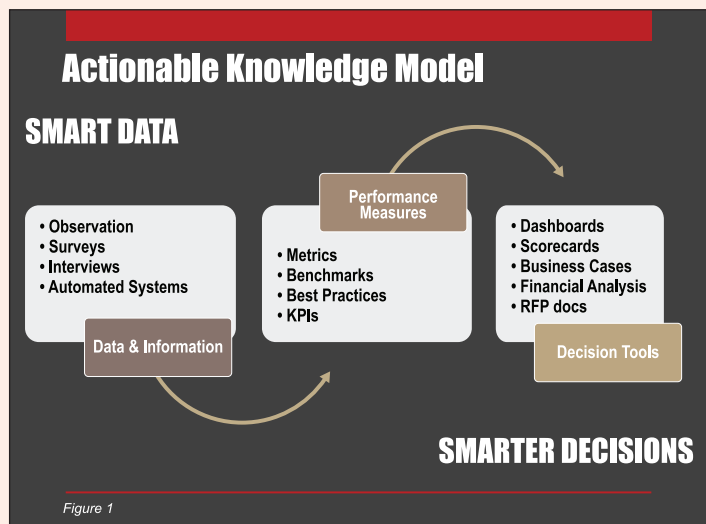
You don't need a lot of data; you just need the right data. One piece of data, one metric, on a regular basis might give you all the information you need.

Café Du Monde, a coffee shop in the French Quarter of New Orleans, La., USA, is famous for serving delicious powdery and messy beignets (a type of fried dough). The folks at Café Du Monde track an interesting piece of data, the number of cases of napkins they order on a monthly basis. The need for napkins is a good metric and indicator for them of how business is doing. In 2005, after Hurricane Katrina, Café Du Monde like hundreds of businesses suffered from the devastation. The café reopened for business and orders for napkins were a lot lower.

But in early 2008, the data revealed that the number of cases of napkins they were ordering mirrored pre-Hurricane Katrina levels. This small piece of unassuming data told a story of hope and opportunity, New Orleans was on the rebound. One piece of data tracked year after year told a compelling story.

2. How do you know your data is good data?

Good data means that the information is reliable, valid and



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Smart data, smarter decisions

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tells us what we think it tells us. If you go into your CAFM system to print a report on the current location of the finance department, you have to be confident that the most recent moves, adds and changes are reflected in the system, otherwise the report will be flawed. Similarly, if you have been administering the same survey to your customers for the last three years, chances are the responders are fatigued and not providing the best answers anymore, which also has the potential to skew results.

It is important to not take the source of your data for granted. Consider doing some random quality checks of your data, one wrong parameter, inconsistencies in data input or a poorly defined field can result in a bad report. A facility manager had a big argument with a vendor about some furniture costs; turns out they were both referring to slightly different data in a report causing a lot of misunderstanding. Bad data is worse than having no data, because you can make a bad decision on bad information believing the data is actually good.

You should also consider taking time to reinvigorate your customer surveys with fresh questions or focus on new metrics or issues you are interested in tackling. Just wording a question better can yield more insightful results.

3. What is passive data, how can data work harder or be smarter?

Passive data is information that is presented at the surface level, with little context or background. It might be a simple fact or number, but without proper context it actually tells you very little. A lot of passive data gets presented in reports and lots of useless charts and graphs are put into PowerPoint slides. Passive data might be relevant, but it just doesn't tell you that much.

Let's say you are putting together a chart for a budget meeting to illustrate annual facility costs for several buildings on your campus (Figure 2). Your graphic provides the cost for each building and

Facility	Annual Budget
Building A	\$500,000
Building B	\$700,000
Building C	\$490,000
TOTAL	\$1,790,000
Cost/SF	\$4.50/SF

Figure 2 (in US Dollars)

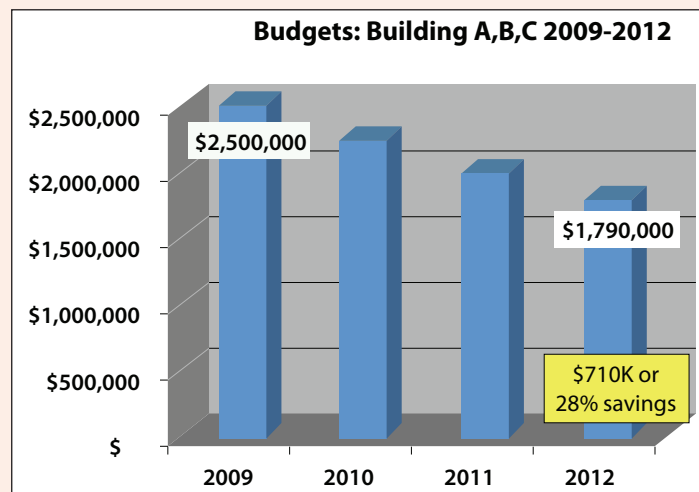


Figure 3 (in US Dollars)

perhaps a metric such as cost per square foot or per person. This is a good start but this is really passive information, it doesn't tell you much other than that you spent a lot of money, in this case US\$1.79 million.

But if you took this graphic and added historical information your data might tell a different story (Figure 3). By adding several years of history you will start to see trends. Trends are strategic; they provide context, and a different perspective. So while you may have spent US\$1.79 million, the real story is that you have been systematically saving money during the past few years, not just spending it. The great story is that you have been great stewards of your organization's dollars. That is the story you should be telling.

This is active smart data, it is compelling and powerful and relatively simple to create, it may only require pulling historical data from previous reports. If you don't have historical data then start collecting it, illustrating strategic trends turns the passive data into smart actionable knowledge.

Benchmarking, metrics and best practices are also terrific tools to make passive data more meaningful. When you can compare your organization's data to your facility peers you learn a lot about your own organization. Is an annual budget of US\$1.8 million dollars a lot or a little? Are you efficient or wasteful? You may not get a complete answer, but there are plenty of benchmarking resources available today to at least inform you as to here you stand and help you better plan for the future.

4. The data might be bad news.

Some people have the philosophy that if you don't ask, you don't have to worry about getting bad news. In facility management you always hear the bad news whether you ask or not. Negative feedback

or poor customer survey ratings are part of the job and are not the end of the world. As a matter a fact, negative results should be embraced.

If according to your data, something isn't performing to the expected standard, consider it an opportunity and not a cause for concern. If you know about a problem you can fix it, then collect new data and come back and show the improvement. This type of continuous improvement and evaluation is a critical part of being successful. Your ability to be flexible, adaptable and make changes shows you care about your organization. This is the type of information that allows you to take smart data and use it to your advantage.

Some organizations utilize dynamic tools such as workplace dashboards or balanced scorecards to visually highlight their achievements toward reaching targets and goals. These tools allow you to cull your critical metrics or performance measures into a single spreadsheet and then graphically illustrate how you are performing. Targets or metrics that are performing poorly are noted in red or "flagged." These negative indicators are so valuable because they help you focus your time and resources where they are actually needed. Talking about poor performance is not easy, but it is how you ultimately make positive change. Even bad news data, can actually be smart data.

Smarter strategic decisions

Data is an unsung hero, with a little bit of effort and forethought you can reap the benefits of making it work a lot harder and smarter for you. Data can be a great equalizer and can change the dialogue about issues that seem to be at an impasse. You can use data to help change a perception, solve a problem or take decisive action.

If you can think critically about

your data, how you collect it and how you present it, you will see how dynamic it can be. Taking passive data and adding historical information can highlight strategic trends, incorporating metrics or benchmarks can provide focused targets for process improvement.

When you focus on ensuring your foundational data is solid, then your metrics and performance measures can be stronger, and if your metrics are stronger, then your decision tools such as dashboards or balanced scorecards become more robust allowing you to have greater confidence in making smarter strategic decisions.

This article originally appeared in the May/June 2013 issue of IFMA's Facility Management Journal (www.ifma.org/fmj).



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Dunoff served as a director on the IFMA Board of Directors and as president of the Greater Philadelphia Chapter of IFMA.

She is an adjunct instructor in the Facility Management Program at Temple University's School of Architecture and at Villanova University's Continuing Education Department, teaching the FMP credential course. She has presented at IFMA's World Workplace Conference for more than seven years, guest lectured at numerous colleges and universities and has been invited to speak at various organizations around the country.

Helping hands

By Nick Martindale

Facilities managers have a vital part to play when it comes to the day-to-day working lives of disabled employees. Nick Martindale meets the companies that are putting FM at the centre of their diversity strategies.

Last year's Paralympic Games saw the country unite behind disabled athletes, cheering them on in their quest for gold medals and sporting glory.

Yet for many people with disabilities the challenges are more basic: being able to get by on a day-to-day basis in both life and work while also coping with physical or mental issues.

In a workplace setting, at least, there is much that can be done to accommodate those with disabilities, and a large degree of responsibility for this rests with facilities managers, both in terms of inputting into the design of workspaces and managing their daily operation.

Brendan Roach is senior disability consultant at the Business Disability Forum, an organisation which helps companies make adjustments to accommodate those with disabilities. He says there has been much improvement in how organisations approach this over the past decade, partly as a result of new legislation such as the Disability Discrimination Act and Part M of the Building Regulations. "When larger businesses

commission new builds, they often factor this in at the design stage now," he says.

"Ten years ago we had more queries saying, 'We've just moved into a new building and we need to change it.'" Provisions that tend to be designed in now include electric doors, ramps and ensuring other doors are wide enough to accommodate wheelchairs, he adds.

In recent years professional services company KPMG has fitted out new offices in London and Birmingham, and is currently developing premises in both Manchester and Leeds, placing a strong emphasis on ensuring they are accessible for all. "As we go through our portfolio of offices we have highlighted and identified several areas that needed improvement, whether it's things like parking provisions or accessibility areas into the building," Rob Moss, project manager, tells us.

This has also extended to installing flexible hearing loops in reception areas and portable ones in meeting rooms, he says, as well as power-assisted doors and a lower-down section of the reception desk to ensure those in wheelchairs can speak to a receptionist



at the same level. Crucially, too, the business has appointed a number of "workability facilitators" – drawn from its facilities team – to assist visitors with disabilities coming into the office and help them find their way around.

Yet while the most obvious areas of improvement, certainly from a facilities perspective, may centre on catering for those with physical disabilities, the majority of conditions are less obvious. For those with poor visibility, for example, ensuring there are sufficient signs around the building – and that these contrast with the background they are on – is important, says Lauren Deane, senior project

designer at Area Sq. For the same reason, some thought needs to go into the décor that is used.

"Particularly behind the reception desk, you would want to avoid any highly reflective surfaces," Deane says. "We also make sure we've got contrasting finishes between the floor and the wall, so someone with a visual impairment can clearly read the space when they come in." For those with hearing difficulties, acoustic panels on walls and ceilings can help, she adds, as can softer floor finishes to cut down on reverberations.

The growing trend towards open plan spaces and hotdesking can also cause issues for those with conditions such as Asperger syndrome or autism, says Roach.

"People [with such conditions] like to have a well-organised space and familiar things on their desk, or there might be those with a visual impairment [who need] to know exactly where they are and where everything is," he says. "We're finding that managers are having to allocate desks, and that's changing a policy which says there are no desks for specific individuals."

Those with conditions such as dyslexia may also be more productive in quieter areas, he adds, and this could also need to be factored into any new design or alterations.

Alongside making physical improvements to the workplace, FM functions and managers need to ensure there is a culture which allows employees affected by disabilities to work more flexibly. "Someone with multiple sclerosis may get tired in the middle of the day and need to take a break, and then be able to jump back into work," says Monica Parker, head of workplace consultancy at Morgan



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Lovell. She suggests designing rest areas into office plans or allowing people to work from home on days when they know they will struggle.

But there also needs to be a culture where people feel able to talk about their conditions, she says, adding that this is a particular problem with mental health issues, and especially for men.

FM teams also need to be on hand to cope with any conditions that may develop over time or as new employees or clients come on board, and this can often involve working closely with other functions. One example is that, as part of a push in all aspects of diversity in 2010, Lloyds Banking Group implemented a system that brought together IT, FM and property to act as a single port of call for all the needs of an individual requiring help, taking the onus away from line managers.

"Requests can range from very simple things such as wrist rests through to desks and chairs or fixtures and fittings," says Graeme Whippy, who heads up the group disability programme. "FM could be involved in thinking about [things such as] how we can make adjustments to the lighting, balancing health and safety with the needs of other colleagues." At the other end of the spectrum, this could include major structural alterations such as the installation of ramps, handrails or power doors, he adds.

With the workplace of the future likely to include a significant number of older workers, it's even more imperative that organisations look to accommodate their needs, particularly as many conditions will be degenerative and may not be immediately obvious to either those affected or their employer. "We would recommend that employers treat people as individuals and take a case-by-case approach to managing their needs," says Roach. "But instances of disability increase with age, so the older you are, the more likely you are to have [or develop] some sort of impairment which might have an impact on you at work."

It's a sentiment with which Whippy agrees; he expects to see more people suffering from hearing and visibility problems in the future, as well as decreasing mobility.

The BDF's disability standard is one way for organisations to measure – and demonstrate – how they fare in terms of providing for those with disabilities; a process through which both Lloyds Banking Group and KPMG have been. The standard covers 10 areas throughout an organisation's remit, but the facilities section makes a number of particular recommendations, including ensuring



there is an operational lead responsible for the accessibility of premises.

"We've found that disability is often owned by somebody in HR or diversity and you have this situation where they're responsible for skilling up on all kinds of specialist areas," says Roach.

"But we've found that in the organisations where disability and accessibility is better embedded they have ownership across the business, so the premises team take responsibility for that particular function." Other aspects include ensuring that all premises are designed to accommodate a broad spectrum of disabled people, and having a system for making sure accessibility – and any associated equipment – still works a few months down the line.

Those organisations that are able to successfully demonstrate an ability to accommodate those with disabilities not only stand to gain from happier and more productive employees, but also from being able to access talent that may otherwise have not considered working for that business, and that applies to FM teams as much as any other function (see box, right).

"It's very difficult to put pounds and pence against this sort of thing but the indicators are that this is having a positive impact in performance and reduction in sick leave, and on the attraction and retention side," says Whippy. "From a practical perspective it means we have a very efficient process for getting adjustments in place, ideally on day one of working."

Driving diversity - GSK's search for talent

Over the past year FM services business Sodexo has taken part in an initiative run by its client GlaxoSmithKline (GSK) to provide

year-long work experience placements to young people with disabilities. Known as Project Search, the scheme saw 12 people aged between 17 and 24, with a range of disabilities including Down's syndrome and autism, working for Sodexo at GSK's headquarters in Brentford.

"We had people working on reception and in catering, retail and meeting room and mail room management," says Megan Horsburgh, head of diversity and inclusion at Sodexo UK and Ireland.

During their placement, the students undertook three job rotations and studied for a City & Guilds qualification. "They were also given job-coaching which really helps them adapt to the working environment in areas such as timekeeping and behaviour," says Horsburgh.

The intention was to equip these individuals with both work and life experience that will stand them in good stead in the future. Many now have jobs outside either company, but two have also been offered permanent roles with Sodexo on the GSK site as a result. "We hired one student who will work in the housekeeping side and another on the conference room side and that's because they had skills within those areas," says Horsburgh.

A broader benefit has been the impact on the wider team. "It really helps to bring the team together and engage people," she says. "It's easy to look at the barriers when you see people with disabilities but this scheme has helped us to look beyond that."

The intention now is to make the scheme an annual process. Setting that course, the second intake of 12 students started in September.

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Vodafone Germany Single-source FM provider

By Jens Blankenburg and Thomas Häusser

Telecommunications group Vodafone has placed all the facility services for its portfolio of over 300 sites in Germany in the hands of a single supplier. Since July 2013, a consortium consisting of Hochtief FM, Clemens Kleine, Securitas and Kötter has been providing all its technical and infrastructure services.

In Germany alone, Vodafone operates more than 300 sites with a total gross floor area of approximately 240,000 m². In addition to its headquarters in the new Vodafone Campus in Düsseldorf*, these include more than 200 of its own shops, some 18 office buildings, around 70 core sites, two call centers and a data processing center. As in most companies, its facility management structures have undergone unprecedented growth in recent years and are now correspondingly complex and diverse.

Vodafone has decided to restructure facility management in its European properties and to perform an international roll-out on a country by country basis. A high level of standardization – e.g. in terms of contract and tender

documentation, reporting and SLA (Service Level Agreement) requirements, billing procedures and pricing issues – should optimize both the processes and the interaction between the internal property organization and the facility services partner in each country, while at the same time reducing costs.

UK and the Netherlands as the model for Germany

For the roll-out of a comprehensive FM system, it is usual practice to carry out pilot projects in advance. In the case of Vodafone, these were the sites in the United Kingdom and the Netherlands. In both countries, the Total FM project had already been successfully rolled out. The German sites became part of this project

in mid-2012. Jens Blankenburg, Head of Facility Management at Vodafone, and his team had the task of tailoring these standards to Germany's specific needs and, together with the facility management consultants at Drees & Sommer, successfully completing the project. "In addition to a significant reduction in the number of suppliers and the optimization of costs, we wanted to develop and implement standardized strategic controlling and service provider controlling – as well as reporting – for all property types held by the group in Germany," says Jens Blankenburg, describing some of the project goals.

The basis for the German standardization project consisted of the contract documents and tender specifications that had already been drawn up for the aforementioned pilot projects. The project team adapted the specifications individually to the local Vodafone requirements, user needs, service levels, statutory regulations etc. and agreed them with the user representatives of the various property clusters. The team documented transferable SLAs, specifications and services in the cross-site service description. Specific requirements relevant to individual property clusters in terms of availability of facilities etc. or information relevant to costing were recorded in the form of property profiles and site-specific performance specifications. This approach ensured cross-site and international standardization, without attempting to impose a "one size fits

all" solution on the various sites and their diverse requirements: the general feeling among all those involved in the project was that it was essential to maintain local individuality and the close interrelationship between core and secondary processes.

Using a detailed RFI (Request for Information) tailored to the specific needs of the telecommunications industry, the consultants drew up a list of suitable bidders. The costing basis for the bidders consisted of a combination of "bottom-up costing" at site level (an approach that tends to be implemented primarily in Germany) and elements of the rather more Anglo-Saxon "top-down" approach. In addition to a cross-portfolio service matrix, the contract documents were supplemented with individual provisions for the shops, the core sites (switching stations) and the data processing center. The deliverables were clearly formulated – including potential risks to bidders in the form of flat rates for repairs and a system of bonuses/penalties. In addition to the technical services typically offered by operators, the scope of supply included all infrastructure services, right down to postal and scanning services, event and media services etc.

Finding the right partner

Numerous facility services have a direct impact on Vodafone's core business – whether they relate to the technology in the data processing center and the switching stations or to direct contact with customers in the shops and

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The Vodafone campus in Düsseldorf, which was completed in late 2012, is one of over 300 properties in Germany operated by the telecommunications provider.

Photo: Vodafone

Single-source FM provider

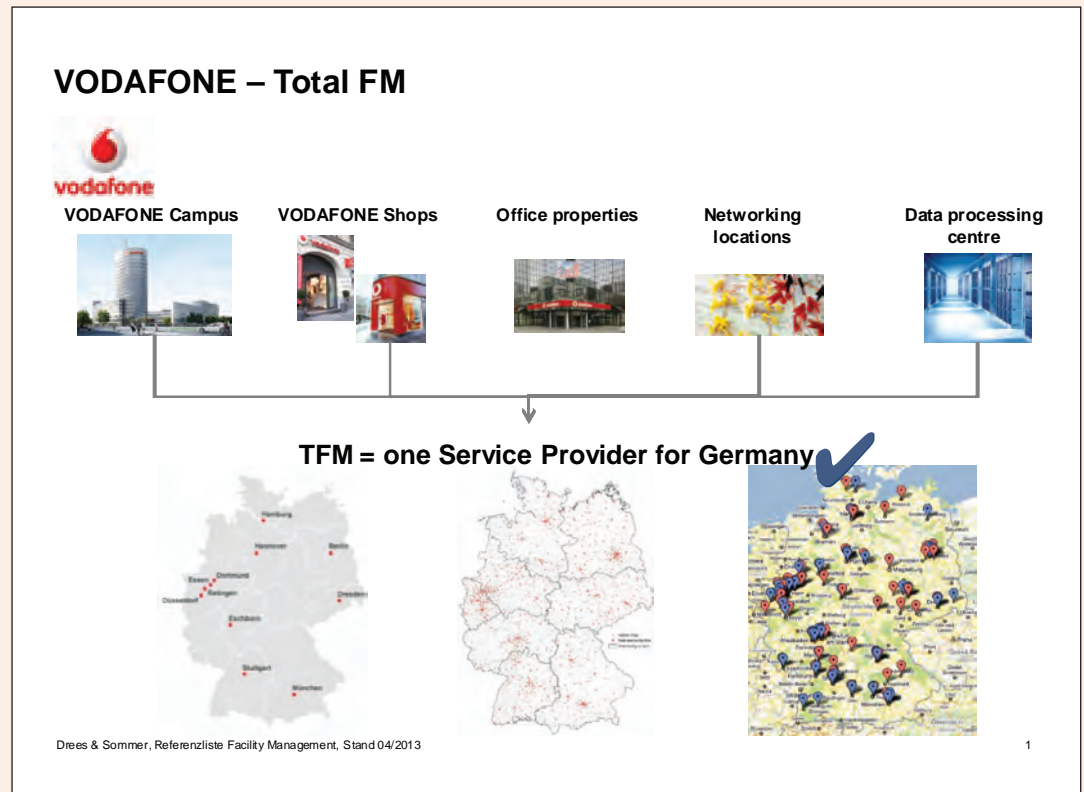
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call centers. For this reason, it had to be ensured in advance of the tendering procedure that only recognized specialist firms would be included on the short list invited to submit quotations (RFQ, Request for Quotation).

Together with Vodafone's central purchasing department and the relevant specialist departments, the experts carried out an extensive pre-qualification process. Using an RFI (Request for Information), facts and key data relevant to the decision, e.g. comparable references in similar technical projects and portfolios, were gathered to determine each company's level of service provision and human resources in the relevant regions and locations. This pre-selection process resulted in a single-digit shortlist of specialist providers from whom specific tenders – including an implementation concept – were subsequently requested.

In addition to this complex tender procedure and the usual financial and conceptual evaluation criteria, contract award negotiations were held, in some cases bilingually in both German and English: the bidders were asked to describe technical problems and everyday situations within the costed scope of supply in the form of "use cases" and to demonstrate their expertise in a direct dialog with Vodafone's specialist departments.

At the end of the evaluation and negotiation process, the financial difference between the three final bidders was a percentage in the low single figures, which was a testament to the high quality of the tender procedure as well as to the costing skills of the various bidders. As a result of the process, the consortium "fm connect", consisting of Hochtief FM,



Simplified representation of the Vodafone property clusters.

Photo: Vodafone

Clemens Kleine, Securitas and Kötter, emerged as Vodafone's strategic partner for the coming years.

With the award of the contract in December 2012, the three partners – Vodafone, fm connect and Drees & Sommer – could begin preparing for the start-up phase. As had been defined in detail in advance, fm connect did not take over responsibility for the property portfolio en bloc, but gradually in accordance with pre-agreed project phases. This approach minimized the risk to Vodafone's core business and made taking on so many properties and services more manageable for the new FM service provider. They were assisted in this by a sophisticated

reporting and escalation procedure. The portfolio has been operating normally since July 2013 – and all the control procedures, including the bonus/penalty scheme, have been introduced.

Summary

Mission accomplished: Vodafone's new FM organization has been successfully implemented in Germany – the strategic partner has been identified and integrated within the various sites. In parallel with the Total FM project, the Vodafone campus in Düsseldorf was put into operation on time and was fully occupied by March 2013. The qualitative, procedural and financial goals had been achieved.

Jens Blankenburg joined Vodafone Germany's Facility Management division in 2006, moving from the WISAG group. In 2009, he became director of the FM division and is now responsible for the entire scope of facility management, including fleet management. In 2010 he founded the "FM Networking Meeting", at which user representatives from various companies can exchange ideas on current issues.

Thomas Häusser (Dipl. Ing. FH) joined the Drees & Sommer facility management team in 2001, moving from Philipp Holzmann AG. In 2008 he became a member of the Executive Board. Today Thomas Häusser is CEO of Drees & Sommer and a partner in the company; he is responsible for Facility Management & Real Estate Consulting, both nationally and internationally.



The goal was a single supplier for all the facility services in all the properties in Germany. Vodafone managed to achieve this, even if it was in the form of a consortium. Hochtief FM, Clemens Kleine, Securitas and Kötter joined forces for this major contract.

Photo: Hochtief Solutions



*The full article on the new Vodafone Campus, focusing on its sustainability concept, can be downloaded free of charge from:



www.facility-manager.de/downloads

Information on the workplace concept at the Vodafone campus can be found in our special "workplace" section on pages 80-82 of this issue.

Waste management works

Diverzio reduces food waste in the healthcare sector

By Ton De Kort

Food waste is still a considerable problem, including in the Dutch healthcare sector. The Diverzio Foundation is tackling this waste problem with a holistic approach, which appears to be paying off: both small and large hospitals and healthcare facilities are achieving substantial savings. BrabantZorg in Oss has experienced this firsthand.

Diverzio is committed to providing healthy and sustainable food and drinks for organizations and institutions. One of its priorities is tackling food waste, which it does so in a targeted manner, in the form of waste management processes. "We have been working on this for a year or two now," says project manager Maartje Vervuurt, who works for the foundation alongside Jelle Ferwerda, Head of Nutrition and Hospitality Services at the Sint Maartenskliniek, and food technologist and management expert Koen Nouws Keij. "We provide customized solutions, after seeing what

is needed in each location. We always start with a baseline and then draw up an improvement plan. This is done in stages. It's all about getting the team onboard and raising awareness." Robert van Oss is a Catering & Facilities team manager at BrabantZorg, an organization with over 30 healthcare locations in North Brabant. Van Oss works at the De Ruwaard and Loovelt sites in Oss. Another healthcare facility put him in contact with Diverzio and he invited Koen Nouws Keij to an informal meeting. "You very quickly realize that you're not the only one struggling with the problem of food



The kitchen staff at BrabantZorg have been restructured and reinforced.



Soup will now be served at the tables in the BrabantZorg restaurant using a serving trolley.

waste. We had identified the issue, but were wondering how we could tackle it. Diverzio provided us with all the support we needed. You get the advice of Jelle Ferwerda, who has real hands-on experience and a lot of specialist expertise."

Change

Healthcare & Welfare team manager Els Lodewijk shared her FM colleague's enthusiasm. "The people at Diverzio really know their stuff, but without being judgmental. They're enthusiastic about sharing their experience. It's a question of letting someone into your own kitchen to take a look behind the scenes." Which, of course, was something that needed to be done. Van Oss: "We were aware that things could be done differently. There were divergent opinions within BrabantZorg about meals. In that respect, we wanted to make a change. And then you're talking about more than just tackling food waste." De Ruwaard is relatively modest in size as far as BrabantZorg is concerned. "You're looking at around 71 institutional residents and a further 83 residents in sheltered accommodation. We wanted to give our meals more feeling, to make them more of an experience," explains Van Oss.

Diverzio set to work in Oss last year. "The first step is to take a baseline measurement," outlines Vervuurt. "That is in terms of both quantity and quality. Once you have it on paper, the process of change can begin." Over a period of

two weeks, everything connected with the provision of food to the residents was measured and mapped in great detail. "This was recorded by our own people," says Van Oss. "We had the data for our purchasing; we knew exactly what was coming in and what was going out." In addition, Diverzio mapped the data for food wastage, with the associated costs. "It was quite a shock to most of the kitchen and catering staff to see what was being thrown away every day," adds Vervuurt.

Quality

Lodewijk points out that quality of life and hospitality are the key criteria within BrabantZorg. "The meals play a very important role in this, because people look forward to them. As an institution, we have chosen to give our full attention to providing people with good, healthy and sociable meals. Diverzio has been brought in primarily to help us achieve that goal, not to tackle the issue of food waste. That was an incidental benefit of their approach. We believe quality of life is the most important thing, as well as quality of work." Van Oss says that they were surprised at the amount of waste that was found at De Ruwaard. "We then looked at how we could reduce this waste as far as possible, which involved a critical examination of our existing kitchen processes. As a result, we are going to restructure our work processes and the workplace. The fresh

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Daytime work: a social step

Around fifty public and private sector clients and janitorial companies from the west of France signed, on 12 December 2012 before the Mayor of Rennes, a charter for the development of daily services.

Reorganization

Some clients, in partnership with their supplier, are turning to continuous day cleaning so as to improve the work conditions of their maintenance personnel. First indications point to this organizational change being to everyone's advantage.

'Day work improves the quality of the service and greatly reduces personnel turnover and absenteeism'

A new method for organizing cleaning services is gradually gaining a place within the service industry. It is a new solution being touted to offer the



Working on an occupied site forms a new link between janitorial staff and internal users.

same quality service at the same price, while contributing other benefits and, in particular, significantly improving the work conditions of the maintenance staff. It is called continuous day cleaning. It consists in giving janitorial staff full shifts (such as a six hour time-slot instead of working three hours in the morning and three hours in the evening) and allowing them to start work later (for example, beginning at 7:30am instead of 5am).

Although this organization is still little seen, it has been gaining momentum since 2008. Public sector clients were the first to apply this scheduling and such organization is becoming increasingly frequent in their tender specifications. Private

companies are now getting in on the act (Danone, L'Oréal, Bouygues Telecom, etc.). Yet, the majority of clients remain wary. Companies particularly fear disruption among their employees since the cleaning is done in their presence. For Laurence Acerbo, chairperson of the sustainable development commission for the Federation of Janitorial Companies and Associated Services (FEP), "these issues are relevant but the fears are unfounded. The experiences of forerunners, which we have closely followed, prove that, for every workplace, reorganization proposals can be devised and very quickly the client, occupants, cleaning companies and agents realize what they are gaining."

A win-win project From the cleaning company's point of view, this organization encourages better HR management, reduces absenteeism, increases employees' comfort and enhances employee training. As for the cleaning company employees, this configuration reduces staggered work hours thus benefitting their social and family life. It also allows them to be in contact with the customer and other employees while being valued in their job since they leave the shadows and their work becomes visible. Furthermore, these new schedules allow better access to public transportation, reducing the risks tied to journeys between home and work. There is no lack of benefits for the client either.

Diverzio reduces food waste in the healthcare sector

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perspective provided by Diverzio was like holding up a mirror to us."

The staff played a large role in deciding on the changes. "Right from the start, we involved the teams in the whole process," says Lodewijk. "We sat down with them to think about how we could do things differently. It was obvious straightaway that Diverzio commanded their respect." Vervuurt praises the positive approach at De Ruwaard. "The great thing was that it came from the staff themselves." Van Oss: "It was clear that we wanted to retain two menus. The preparation, however, needed to be more à la carte, tailored to the number of clients. In that way, we could reduce waste, without having to set exact figures straightaway."

D-Day

Finally, September 16th was D-Day, the day on which the change was initiated in the kitchen. "There was a need for more flexibility," says Van Oss.

"The kitchen team wanted to expand their knowledge and expertise. For this reason, we brought in an external chef. The working schedules were also adjusted. Thus, the kitchen staff have been restructured and reinforced, which was necessary for the change process. Everyone was deployed in the best place, whether in the kitchen or in the front office. We then looked at the meals themselves. It was decided to make more partial products and then adjust things according to the number of clients. In this respect, particular attention was paid to the meat, the protein component. That is your most expensive ingredient." To enhance the whole experience around meals, a new soup concept was devised. "From now on, the soup will be served at the tables in the restaurant using a serving trolley. In addition, there will be a choice of two soups and all sorts of accompaniments, such as croutons. Initially, the volunteers in particular

were skeptical about this change. They found it a little awkward. The residents, however, responded positively, so we persisted with it. This was a logical choice, certainly from the perspective of contact with the clients. The serving trolley is an existing bain-marie trolley that has been fully customized by one of our chefs. We now also use it for desserts, which makes portion control possible. If there's something you're not quite so keen on, you can take a half portion," says the Catering & Facilities team manager enthusiastically.

Thanks to these innovations, food waste at De Ruwaard has now been halved. "It starts with the purchasing," says Van Oss. "Our ordering is now much more focused. This is an ongoing process. We're still working on it." Lodewijk agrees with that: "We haven't made any revolutionary changes, but it works. That's thanks to the strength of the team itself. We have started out on a fantastic process, which has also led to a change in management style. That isn't going to stop once Diverzio have left."

'With the change to continuous shifts, we see a greater respect from our collaborators, who did not until now realize what exactly meant an untidy office'

Sandrine Tison, of Galerie du Dôme

They note an improvement in quality and a significant reduction in the level of personnel turnover and absenteeism. FEP gives several explanations: "the organizational change allows for a more suitably-timed cleaning so as to guarantee a tidiness which endures; whereas, cleaning at staggered times means certain areas that are cleaned in the morning or evening quickly become dirty and remain so for the remainder of the day." The second aspect of satisfaction is the implementation

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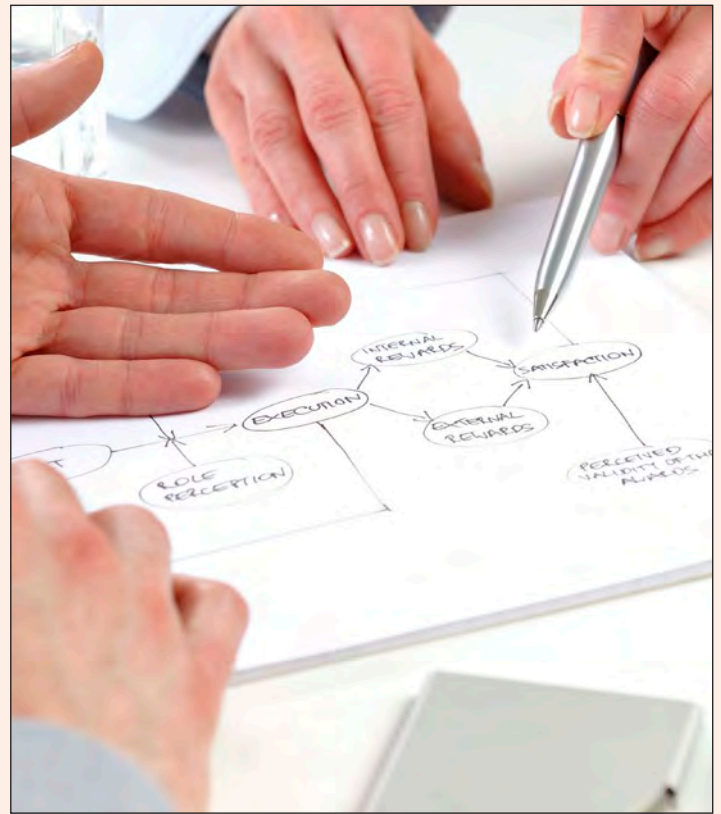
How FM adds value at strategic level – the opportunity to deliver exceptional customer service

By Johnny Dunford, Global Commercial Property Director at RICS

The Facilities Management (FM) industry must act, and be seen to act, strategically and professionally if we are to have a profound impact on business and be taken seriously. RICS has worked hard to develop the tools to enable facilities managers do this, as we believe our global reach and established record in providing education and supporting best practice, makes us uniquely qualified to achieve this.

The launch last November of our Global Strategic Facilities Management Guidance has given practitioners a route-map of the processes needed to align business and facilities strategies and plans. It also outlines methods for managing service delivery and performance and measuring results.

The importance of strategic FM is



reinforced by further RICS initiatives. Our report 'Raising the Bar: Enhancing the Strategic Role of Facilities Management' report, found that the average Head of Facilities spends

less than one day a week dedicated to planning and strategy, despite the clear importance of strategic FM to business. Clearly this alone is not enough to make an impact.

The report draws on a survey of almost 400 professionals across six continents and 40 countries. In addition, direct interviews were conducted with FM and corporate real estate executives to provide detailed insights into the management of FM.

The findings of the study evidence the fact FM can and should be seen as a strategic business and management discipline; over 75 per cent of respondents believe FM is strategic. However, there was a discrepancy between this perception and current practice, with the majority of organisations reporting a primary focus on day-to-day operational activity rather than strategy.

The findings of the 'Raising the Bar' report highlight the integral importance of FM to delivering organisational efficiency and performance. To achieve consistent best practice it is vital that FM professionals 'raise the bar' by taking a strategic approach linked to the larger business model and objectives.

Key areas of concern are highlighted and recommendations are made to ensure an enhanced strategic approach. Feedback suggests many businesses focus on driving down the cost of facilities rather than positioning it as an integrated professional service, with 80 per cent of facilities groups being measured on performance against budget in the first instance. However, integrating facilities with overall

Daytime work: a social step

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Reception areas and meeting rooms ought to be cleaned early in the morning or between 12 and 2.

of 'continuous' cleanliness in large workplaces, entailing "a second going over of the toilets, a tidying of the meeting rooms in the middle of the day and of the relaxation area after lunch.... Workplace managers appreciate a cleaning that takes into account work rhythms." A third factor is the new relationship with the occupants, which favors the taking into account of some of their comments. "They are greatly satisfied by this interaction and visibility of the service". Moreover, this organization promotes energy saving since the building is no longer using any outside of opening hours. Finally, the safety of the service employees is improved since they end their time as isolated workers. Meanwhile, the company's security is reinforced as it does not need to entrust access codes or keys to the maintenance staff. The clients who decide on a pilot program generally quickly envisage the extension of this new organization to new workplaces, or even a more generalized step within the company as a whole, due to these many positive points.

WEB+

To find out more on the topic and the feasibility of this organizational method, download the Continuous hours/day work toolkit from the FEP website www.proprete-services-associates.com which has been created for clients.

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How FM adds value at strategic level – the opportunity to deliver exceptional customer service

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business development strategy can help an organisation be competitive in the marketplace. FM leaders must therefore work with senior executives to outline the benefits of an integrated, strategic FM plan.

The study also highlights the importance of FM leaders having multi-disciplinary relationships with other key functional areas of the business including corporate strategy, business unit leadership, corporate real estate, finance, HR and IT. By working collaboratively with their peers, FM professionals can understand and deliver against the strategic imperatives of their organisation as a whole. To enable this, recommendations are made for some day-to-day responsibilities of FM leaders to be outsourced to external service providers to open up time for strategic planning.

To demonstrate the benefits of strategic FM, we've published six case studies, developed by Workplace Law for RICS. Each focuses on a different aspect of FM, including procurement, innovation, technology, sustainability, talent management and health and safety and the full suite of case studies includes:

- Fostering creativity at the BBC
- Ethical procurement at The Co-operative Group
- Sustainable practice in the higher education sector
- The importance of a good health and safety culture
- Harnessing technology at Emrill
- Talent management at MITIE Client Services

The case studies prove that the FM team must understand an organisation's business objectives if they are to ensure that facilities support the corporate values and mission. Ideally, the facilities team complements the organisation's leadership, helping to shape and drive business objectives.

Other themes include understanding the impact of FM on a company's reputation, brand and performance, engagement with staff and the supply chain, the importance of measuring impact, outcomes and communication. They provide the practical examples we need to raise

awareness amongst business of the strategic benefits of FM to help get leading facilities managers to the decision making table.

We know from our feedback that business has tended to categorise FM by its day-to-day service functions and has not given it the prominence it deserves. This is beginning to change and we believe the guidance note is already helping drive professional and strategic thinking.

FM is increasingly complex, requiring technical expertise and experience. Professional FMs also need to understand how the working environment impacts on the productivity of staff, computing and mobile technologies, strategic business planning and the value and marketability of the facilities being managed.

The guidance note offers best practice guidance to FMs and corporate real estate professionals on developing, implementing and evaluating a strategic property management plan. Sections cover understanding of corporate vision and adapting strategies to wider business objectives.

We know that the success of the FM operation depends on the delivery teams, both as client and supplier, understanding the strategic focus of the organisation and, in larger businesses, the varying strategies of each business unit. FM is a people business and the networking of the in-house team through the organisation and capturing the 'over the horizon' vision of operational managers will assist in producing an aligned and supportive operational strategy by the facilities group.

In these circumstances, it may be that the facilities manager is the conduit who relays the operational strategies to the real estate, ICT, HR and other corporate service support groups. It is also imperative that the client-side facilities manager communicates the strategic and delivery information to the supply-side manager so that there is a commonality of understanding about the direction of the business and support levels required to achieve business-wide objectives.

The route map can be summarised by these stages (figure 1).

There are varying levels of strategic thinking and planning involved in the delivery of an effective FM plan, starting with an understanding of the corporate strategy and vision. This is, by its very nature, the fundamental basis that all areas of the business will cascade from and feed back in to. Property is no exception and as one of business' biggest expenditures, along with staff, it must run in accordance with the overriding company objectives in order to enhance business performance. The operational strategies of the building will therefore be based on a top level statement outlining what the corporate strategy requires from its space and services.

The plan needs to be tested and appraised financially as it develops, taking into account the impact on other corporate resources, including staff. It will require close liaison with other service providers including HR and IT managers and the operational teams. These operational colleagues need to be routinely challenged about accommodation – is it the right type? Quality? Size? Location? Cost? This will crucially help to identify where the weaknesses lie and where improvements can be made to feedback into the FM plan.

Consideration is also needed as to how best to deliver the FM services, which could be solely in-house, outsourced or a carefully orchestrated mix. If services are to be outsourced, agreed tender processes and management procedures need to be put in place to ensure this runs smoothly and detailed advice is provided within the guidance document.

Crucial to developing and delivering an effective FM strategy is the review stage. This should be a circular process where findings regularly feed into the FM strategy, enabling it to continually develop and improve. This should also take into account where any business objectives may have shifted.

So the theme is one of a changing FM industry – business objectives must be tied into FM service delivery and the customer is fast becoming the king.

The days of transactional delivery of maintenance, cleaning, security and other building and life support services are numbered. Clients are demanding a new way of service delivery. It is no longer sufficient to negotiate hard on price and then

deliver KPIs on a "just in time" basis.

The last few years have seen the emergence of the sophisticated consumer. We have all become very demanding. Amazon has such a phenomenal supply chain that we are able to order goods on line, purchase by secure means and at very competitive prices and have delivery to almost any location of our choosing at a speed chosen by us. Retailers around the world have become very good at understanding our personal tastes and loyal customers are rewarded. Personal specifications can be accommodated and most important of all, if our attention span is not satisfied quickly, we move on.

And so it is with FM. The industry has changed to reflect client demand; the consumer of FM services. Over the last year or so we have seen the emergence of Total FM, Strategic FM, and Integrated Facilities Services – delivery models where the intention is to add value to business at the strategic level. In addition there are different delivery models that range from the outsourced to the end-to-end delivery. Amongst all this, there is, however, one very common theme – how does the service provider ensure he is providing a superb customer experience?

First and foremost the demand is for exceptional customer service delivered by a caring and effective service provider. The client is likely to expect that the service provider has staff that understand completely the culture of the business that they are supporting.

This new paradigm has resulted in clients taking a new approach to the way they define success. Clients want to see service providers living their brand and an empathy with the core business. A straight transactional approach where a service provider delivers a service to meet a KPI of quality and price is being questioned. The new trend is for service providers to deliver services in a bundle and to focus on the achievement of an outcome rather than just the delivery of a service.

The challenge is on – how does the FM service provider ensure the provision of a superb customer experience?

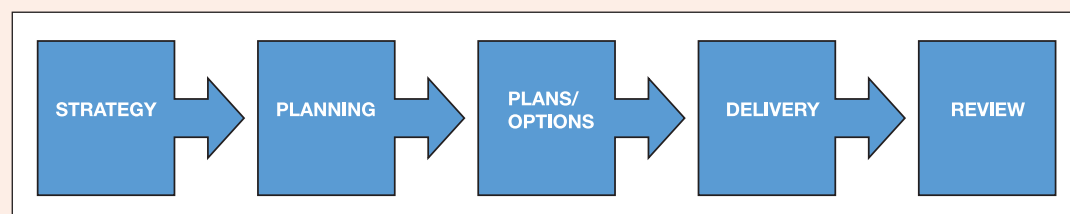


Figure 1

RICS' Global Strategic Facilities Management Guidance Note is freely available. To access it for more information on implementing a strategic FM plan visit www.rics.org/facilitiesmanagement and follow the links. The 'Raising the Bar' reports are available at: www.rics.org/research

Chairman's report Chairman's report after the members meeting in Helsinki and looking forward to EFMC 2015 in Berlin

Prof. Ron van der Weerd
Chair EuroFM

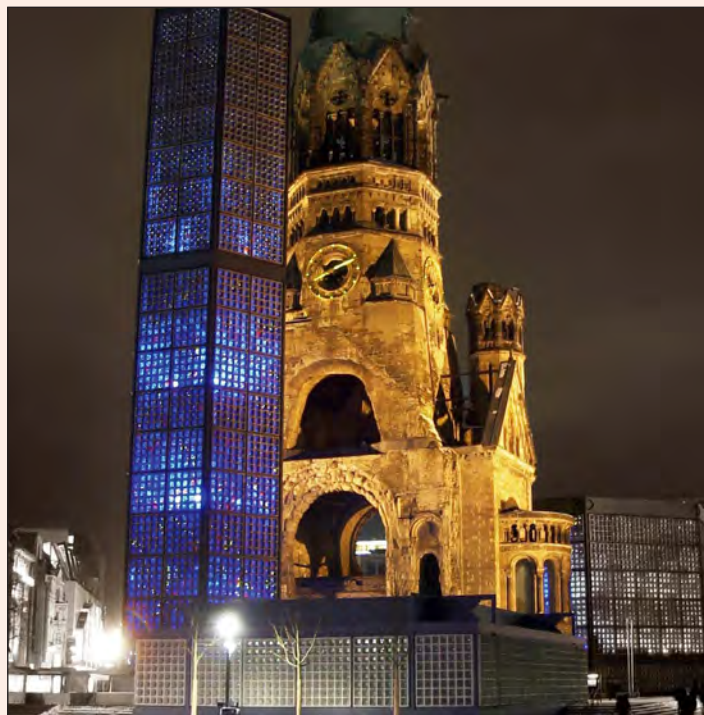


EuroFM is a network organization. Let us say the biggest fan club of FM within Europe. Therefore not competing at all with national FM associations in various countries. We, as EuroFM are not a supra national European FM association. As EuroFM and as chair of this beautiful network I can never talk, negotiate or present on behalf of FM Europe or on behalf of national associations. I also don't want that since there never will be one story to tell. Europe, and therefore also EuroFM, is beautiful in its diversity. To achieve something, to set up a project, to defend the European standard on FM in the ISO standard, I need our members. The members, being associate companies, suppliers, research Universities, Universities of Applied Sciences and

educational institutes must be involved and running all kinds of projects and activities, not the board of EuroFM. And therefore ten thousands of FM stakeholders, practitioners, researchers, educators and students are in charge and must give us feedback on how to serve them in the best way.

So EuroFM is facilitating a lot and tries to present at any meeting, conference, project where stakeholders are trying to set up things that will bring the profession further.

So we are warmly accepting the invitation to be present at the Real Estate fair of MIPIM in Cannes this year, to give presentations on Real Estate and FM, to meet our member RICS there on their stand and together with them encounter their members to talk about FM and Real Estate, talk about confusing standards on buildings and m2 space office and to conclude that the world of Real Estate and FM is



a mutual world that can't progress any more without an intense collaboration and recognition.

Therefore also a meeting in Sofia, with the Bulgarian FM association, together with IFMA to see how we could set up a European FM coalition (of national EuroFM partners and IFMA chapters) to bring more awareness of FM in Brussels.

We also have been setting up a pan European, EuroFM site managers certifications because our members were asking for that. The first certificates have been handed out now in Austria. Romania, Bulgaria, Italy, Spain, Portugal are now very interested to see if we together can set up the same

EuroFM site manager certification in their countries, but then always adjusted and adapted to the local, national FM market and developments. The national associations will always be in the lead there.

And yes, we as EuroFM were there, together with RICS, IFMA, ISO at the first Iberian South American FM conference in Madrid, Spain where we discovered that our South American FM friends and colleagues are very interested to be attached with the European developments on FM. Our Spanish and Portuguese member associations are the natural portal for that! And they will take up that task with pleasure and a lot of enthusiasm.

What an inspiring conference CATFM was.

Next week an international conference in Amsterdam around FM in Hospitals. Your chair is keynote speaker and host of the conference dinner.

The day after your chair will be attending the Slovakian FM conference in Bratislava. A beautiful, very actual and well organized conference: how to get FM out of the cost reduction corner. So looking back on many successful activities we had, looking forward on many to come I hope I will see you all in beautiful Berlin.

EFMC Berlin 2014 "FM- Innovation, Integration, Vision", I think that we couldn't have chosen a better topic.

Ron van der Weerd, Chair of EuroFM



EuroFM Reports

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Practice Network Group

Susanna Caravatti-Felchlin, Chair



Networking is not just handing out business cards and telling everyone what you do. It is about asking questions and seeing how you can share your FM experience while learning from other FM professionals. Networking is building relationships even though at the beginning you may not have many common interests. Later on, back at work, you find yourself facing some challenges and probably remember one person saying something about a similar issue. Now you have the option to contact this FM colleague and ask them about their experience in this area.

Networking is a system, in which you help others reach their personal and professional goals, knowing that in return you will be helped in reaching yours. What can you do to get the most out of EuroFM events?

First, networking takes time. Relationship building can take from a couple of weeks to months or even years. Secondly, do not focus only on your current interests. Tomorrow, you will encounter other issues and be able to discuss them with somebody more experienced than you.

Thirdly, show up early and stay late and try to meet different people from

different situations – that is what real professional networkers do.

Fourthly, use business cards or attendee lists to write down details about the people you met so that you can remember them at home.

Networking takes time but I have experienced how helpful it can be to know FM people from other countries and to have had the opportunity to visit them and to learn from them. This will assist you to improve your FM business in a quick and reliable manner. Processes you have seen implemented in a similar FM environment are much more valuable for your own company than written concepts from experts, especially for us as practitioners.

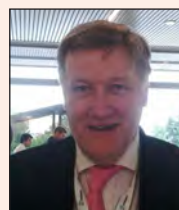
At PNG meetings, you can meet with practitioners from all over Europe. We have always more than seven different countries represented and we are usually a group of six to fourteen FM professionals, a good size for interesting discussions. At our PNG Meeting in Berlin on the morning of June 4, we will focus on benchmarking, FM market data, the development of FM standards at the ISO level and learn about the FM association in Germany GEFMA.

At this time, I will be handing over the PNG chair to a new ambitious FM professional that the EuroFM general meeting will elect. It was an exciting and multi-faceted function I had the honor to lead and I thank you all for your support, valuable contributions and commitment. I look forward to taking part at the PNG meetings in the future and to seeing many new faces.

PNG homepage <http://www.eurofm.org/groups/practice/>

Research Network Group

Keith Alexander, Chair



The EuroFM Research Network continues to implement its strategy to evolve as a community of interest, to strengthen the quality of collaborative research and to improve communications in and beyond the network. The 13th EuroFM Research Symposium in Berlin will mark further milestones in these developments.

EuroFM Research Papers will be published for the first time. Thirty-four scientific papers have been accepted and will be presented at the research symposium. The publication meets the requirements of academic institutions for journal papers and is available online, initially through the EuroFM website. Printed copies of the papers will be available to those attending the research symposium.

EuroFM Research Workshops, an integral part of symposium, are hosted by HTW University of Applied Sciences. Over 100 participants are expected and including researchers and Masters students from German academic institutions. Discussion of the research findings and work in progress are vital elements in the development of the research network.

RNG makes a leading contribution to the mission of 'advancing knowledge in FM'. Proposals for an edited collection of papers developed from three research symposia (Prague, Berlin and the 2015 event) are being discussed with scientific publishers.

The book will provide a clear understanding state-of-the-art of knowledge in FM in Europe.

A call for papers for the annual research programme has been issued and covers the activities of working groups, a retrospective view of past research in EuroFM and papers for the next research symposium. An overall theme of 'People make Facilities Management' has been set for the 14th symposium which marks EuroFM's 25th Anniversary.

RNG are making progress towards creating an open access publishing platform to ensure that the outputs of its research programme are freely available. To enable this, changes to the organisation of the Research Symposium are necessary and proposals have been submitted to the EuroFM Board.

The RNG has issued a call for proposals for a new research project with seed funding from EuroFM. The research project will address the EuroFM mission, values and respond to the research agenda as currently developed through 3 working groups – Added Value in FM, Sustainability in FM and FM innovation. Alternatively, the research project might propose new, innovative areas of research which are important for the future.

The winner of the European Researcher of the Year will be announced at the EFMC Gala Dinner.

In addition, the winners of two new EuroFM Awards, the Masters Students Poster competition and Best Paper Award will be announced.

RNG is seeking to broaden the network of researchers and is planning its research workshops at the next meetings in London and The Hague to appeal to practitioners, educationalists and researchers from related disciplines.

Education Network Group

A.J.M. Otto, Chair



TOPdesk Student Poster Competition Bachelor 2014 during EFMC in Berlin

After a pre-selection process, nine students from five different universities will participate in the TOPdesk Student Poster Competition Bachelor 2014. The presentations of the students will be held on Thursday

June 5, 2014 from 1.30pm until 3.30pm. Everyone is invited to view the presentations.

On Friday June 6, 2014 from 3.00pm to 3.30pm, the three finalists will present their posters during the plenary closing meeting and the audience can vote for the winner.

Winter School 2015

Winter School 2015 will be held February 9 – 13, 2015 at The Hague University in the Netherlands, with the hotel being located close to the campus. The theme for the forthcoming winter school is based on sustainability and the new sports campus of The Hague University together with the issues relating to BIM (Building Information Modeling). The program will also include company visits. Each

participating university must send at least 2 students, the maximum being 3. A high representation of universities is encouraged as it will improve the School's benefits. The maximum number of students that may attend has been set at 30.

All universities are invited to present a proposal to organize Winter School 2016

Project Updates

During the ENG meeting in Espoo, Helsinki, two projects were discussed:

Development of annotated bibliography.

A database had been set up with the following fields: Title, Author, Recommended, Participation level.

It was stated that this had been an exhaustive process, but its continuation presented a considerable challenge for the future. We discussed options and

it was clear in the end that the project should henceforth be stopped.

Development of study guides on a web based system.

The suggestion of the ENG members was to limit the project, to provide links to the EuroFM member universities and also non-member universities if requested on an 'interactive map of national associations' and to drop the actual study guide.

Cooperation between PNG and RNG.

Interaction was discussed and a principle of collaboration is sought. Subjects may be discussed in the future regarding contributions, financing and data.

The ENG members would like to encourage closer links with our practice partners in order to create internship paths for high performing students.

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