

Input for the 2015 FM Research and Action Agenda

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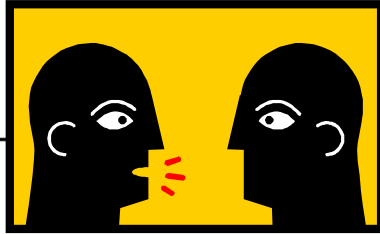


- Research topic
- Research methods
- Research results
- Suggestions for the research agenda



- ✓ What is or should be the FM research Agenda?
- ✓ Do we agree on a top five of priorities?

- ✓ How can we organize a common research program?
- ✓ What is or could be the role of
 - EuroFM
 - RNG
 - EFMC 2010 and beyond
 - Joint EU projects



Research methods

- Three round table talks with
 - representatives of professional FM Journals
(FMM, FMI, REM, Facto Magazine, Inside Information, Facilitair en Gebouwbeheer)
 - FM professionals from public and private organisations
- Analysis of all paper submissions to the EFMC 2009 Research Symposium

Suppose a sponsor is willing to pay € 200.000 to conduct a research of your own choice

What would you do?



Input from round table talks

- The changing role of the Facility Manager
- FM Education
- How to switch between different scales e.g. building and portfolio, business unit and shared service center
- Corporate social responsibility
- Sustainability
- Building for the future ('durability')
- Impact of demographic changes (aging, Einstein generation)
- Benefits and risks of 24/7 economy
- Employers' responsibility to facilitate tele-working
- Optimal balance between risk-taking and risk avoidance
- Impact on FM of integrated contracts
- Impact of major trends on long-term goals
- Opportunities & risks of facility sharing and joint vacancy management
- How to cope with the information overload
- Etc.

Changing roles: how does it work?

- From operational issues to steering on strategic goals and objectives
 - From one-sided steering on cost efficiency to (also) steering on benefits and added value
 - From steering on organisational performance to (also) steering on societal issues such as sustainability
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- Need for new knowledge and skills
 - Impact for FM education

- How to get FM on the CEO's agenda?
- How to satisfy conflicting demands from top and middle management, daily users and society?
- How to cope with ever-increasing expectations regarding quality and speed of delivery and limited willingness-to-pay?
- How to achieve the "ideal" balance between centralisation and decentralisation?
- How to cope with discrepancies between rational "evidence based" decision making and "management by emotion"?
- How can tools such as the Balance Scorecard support decision making?

Switching between different scales

Steering on a large portfolio:

- How to get the right data?
- How to implement lessons learned from POE on building level into a strategic accommodation plan on portfolio level?
- How to find the right balance between steering on cost reduction and steering on other added values
- How context-sensitive is our present knowledge?
- How can we improve the accessibility of available data and are we willing to share?





Corporate social responsibility

- What is social responsible entrepreneurship?
Smart marketing or a real interest?
- How can we put CSR into practice?
- What is the impact on employee satisfaction,
organisational performance, business continuity
and sustainability?

Required actions e.g.:

- Clear definition and operationalisation
- Case studies - careful description, critical reflections
- Papers in academic and professional FM journals



Sustainability

Sustainability > green buildings, energy reduction, decarbonisation (CO₂ reduction)

- How to find the right balance between the requirements from people, planet and profit?
- What do we know, what do we not know?
- Does it matter? If so, which data do we need, and how to measure?
- What is or should be the role of FM?
- How can we organise longitudinal research in-depth?

- Workplace management +++++
- Service performance measurement +++
- Sustainability and durability +++
- Usability +++
- Spatial layout ++
- Value chain and added value of FM ++
- User participation
- Service driven innovation
- Real estate governance
- Policies in FM
- Social aspects of workplace innovation
- Linking HRM with FM
- FM Research and Action Agenda +

- Academic interest: *understanding*
 - Improving our understanding of relevant concepts such as the added value of FM or sustainability and complex relationships between organisational characteristics, goals and objectives, working processes and the effectiveness and efficiency of facilities and facilities management;
 - business focus (economics) vs focus on wellbeing and quality of life

- Practical interest: *improving*
 - What is possible?
 - How to translate research findings into advice and tools to support decision making
 - How can our research help to solve the big problems of society?

- Same issues, other fields: what can we learn?
psychiatric clinics, shopping centers, industrial context

- New research methods
 - narratives ('conversations');
 - fast and continuously monitoring by use of sensors

Dilemma?

Environmental determinism

Social constructivism



Physical environment
causes user's behaviour

Social context determines
user's behaviour

Combination?!

How can we improve our understanding of complex interactions?

The added value of FM to

- a sustainable society
- organisational performance, continuity and competitive advantage
- quality of life

The role of FM in

- Different economical contexts ('credit crunch')
- A changing society ('aging')

Real world, people-centered and action-oriented

(Keith Alexander, EFMC 2008)

Complex interaction between business resources, strengths and weaknesses of the firm, the needs and capabilities of the users and the social, cultural and economical context.