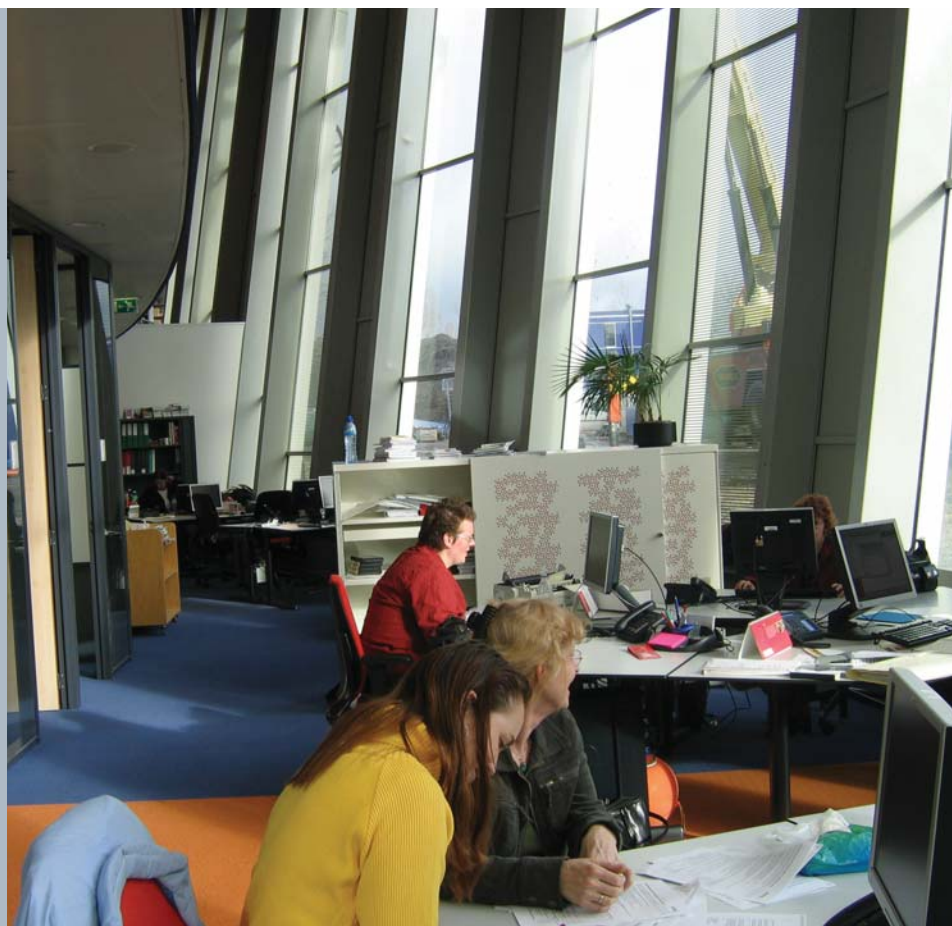


THE ADDED VALUE OF FACILITIES MANAGEMENT CONCEPTS, FINDINGS AND PERSPECTIVES

PER ANKER JENSEN, THEO VAN DER VOORDT AND CHRISTIAN COENEN
(EDITORS)



THE ADDED VALUE OF FACILITIES MANAGEMENT CONCEPTS, FINDINGS AND PERSPECTIVES

PER ANKER JENSEN, THEO VAN DER VOORDT AND CHRISTIAN COENEN
(EDITORS)





**THE ADDED VALUE OF FACILITIES MANAGEMENT
CONCEPTS, FINDINGS AND PERSPECTIVES**

© Centre for Facilities Management – Realdania Research

Centre for Facilities Management – Realdania Research
DTU Management Engineering
Technical University of Denmark
Produktionstorvet
Building 424
DK-2800 Lyngby
Denmark
www.cfm.dtu.dk

Published 2012

ISBN-10 8750210408
ISBN-13 9788750210405

Layout: Hedda Bank Grafisk Design

Edited by
Per Anker Jensen, Theo van der Voordt and Christian Coenen

Photos on front cover and between chapters by
Theo van der Voordt

Print: InPrint, Latvia

Published by
Polyteknisk Forlag
Anker Engelundsvej Vej
2800 Lyngby
Tel. +45 7742 4328
e-post: forlag@polyteknisk.dk
www.polyteknisk.dk

FOREWORD

Value is the starting point for economic thinking. Adding value and exchange of knowledge enables development and growth. EuroFM is the thought leading organization in the advancement of knowledge in FM in Europe and its application in practice, education and research. On behalf of EuroFM it is a great pleasure to introduce the book "The Added Value of Facilities Management".

Per Anker Jensen initiated the Added Value project as Chairman of the EuroFM Research Network Group in 2007 - 2008. The EuroFM research group on Added Value of FM was founded in 2009 and started with a first workshop in Copenhagen in May 2009. All together eighteen international respected researchers, professors and experts in FM representing the perspectives of seven nationalities collected and compared theories and examples of research. They discussed results of joint research activities and included their main findings in this book.

The book is aimed to contribute to the change of FM from reducing costs towards increasing quality. It is a remarkable documentation of how FM has been changing from a predominant focus on cost reductions within the last years. For example the chapters "The Start of a Nordic focus on the added value of FM" and "FM as a Value Network: Exploring relationships amongst FM stakeholders" highlight how the FM profession has increased the focus on the impacts and effects on the core business that FM supports. In addition the scope of FM research increased from service or organizational level towards the society at large level. The different conceptual models, definitions and dimensions of added value and the Key Performance Indicators that are presented in this book shed more light on the concept of Adding Value by FM. As such, this book considerably contributes to the academic body of knowledge and may support well-balanced decision making in practice, taking into account the needs and interests of different stakeholders.

Readers of this book will benefit from a deep insight in the concept, study the findings and recognize the perspectives of the added value of FM. Per Anker Jensen, Theo van der Voordt and Christian Coenen together with all the authors did a great job in developing this unique and significant publication.

On behalf of EuroFM we wish that many readers will use this excellent work result as source of information and inspiration to exchange value and knowledge and contribute to the development and growth of FM!

Ron van der Weerd
Chairman EuroFM

Antje Junghans
Chair EuroFM RNG

CONTENTS

FOREWORD	3
CONTENTS	4
AUTHORS	6
ABBREVIATIONS	11
PART A INTRODUCTION	
1. BACKGROUND AND INTRODUCTION	14
<i>Per Anker Jensen, Theo van der Voordt and Christian Coenen</i>	
2. THE START OF A NORDIC FOCUS ON THE ADDED VALUE OF FM	31
<i>Per Anker Jensen and Ole Emil Malmstrøm</i>	
3. THE MAKING OF THE FM VALUE MAP	44
<i>Per Anker Jensen</i>	
PART B THEORY AND METHODOLOGY	
4. THE CONCEPT OF ADDED VALUE OF FM	58
<i>Per Anker Jensen, Theo van der Voordt, Christian Coenen, Daniel von Felten, Anna-Liisa Sarasoja, Susanne Balslev Nielsen, Chaiwat Riratanaphong and Mirjam Pfenninger</i>	
5. FM AS A VALUE NETWORK: EXPLORING RELATIONSHIPS AMONGST KEY FM STAKEHOLDERS	75
<i>Christian Coenen, Keith Alexander and Herman Kok</i>	
6. FM ALIGNMENT: CREATING ADDED VALUE THROUGH A MULTI-LEVEL INTRA-FIRM COLLABORATIVE RELATIONSHIP	92
<i>Herman Kok</i>	
7. BEYOND FINANCIAL PERFORMANCE: CAPTURING RELATIONSHIP VALUE IN FM	105
<i>Christian Coenen, Daniel von Felten and Doris Waldburger</i>	
8. PERFORMANCE MEASUREMENT IN THE CONTEXT OF CREM AND FM	123
<i>Chaiwat Riratanaphong, Theo van der Voordt and Anna-Liisa Sarasoja</i>	
9. THE ADDED VALUE OF QUALITATIVE RESEARCH APPROACHES	146
<i>Doris Waldburger and Susanne Balslev Nielsen</i>	

PART C EMPIRICAL STUDIES

- | | |
|---|------------|
| 10. VALUE ADDING MANAGEMENT: A CONCEPT AND A CASE | 164 |
| <i>Per Anker Jensen and Akarapong Katchamart</i> | |
| 11. LINKING DECISIONS AND PERFORMANCE: ADDING VALUE THEORIES APPLIED TO THE UNIVERSITY CAMPUS | 177 |
| <i>Alexandra den Heijer and Hans de Jonge</i> | |
| 12. GREEN FM AS A WAY TO CREATE ADDED VALUE | 195 |
| <i>Anna-Liisa Sarasoja and Anna Aaltonen</i> | |
| 13. ADDING VALUE BY FM AND CREM IN DUTCH HOSPITALS | 205 |
| <i>Theo van der Voordt, Jet Prevosth and Johan van der Zwart.</i> | |
| 14. STAKEHOLDER'S INFLUENCE ON FM STRATEGY: A CASE STUDY OF AN ENERGY COMPLEX IN THAILAND | 223 |
| <i>Akarapong Katchamart</i> | |
| 15. ANALYSING ADDED VALUE BY APPLYING FM BLUEPRINTING | 235 |
| <i>Daniel von Felten, Christian Coenen and Mirjam Pfenninger</i> | |
| 16. PERFORMANCE MEASUREMENT OF WORKPLACE CHANGE: A COMPARATIVE ANALYSIS OF DATA FROM THAILAND, THE NETHERLANDS AND FINLAND | 248 |
| <i>Chaiwat Riratanaphong and Theo van der Voordt</i> | |

PART D LEARNING AND PERSPECTIVES

- | | |
|--|------------|
| 17. COMPARISONS AND LESSONS LEARNED | 268 |
| <i>Per Anker Jensen, Theo van der Voordt, Christian Coenen and Anna-Liisa Sarasoja</i> | |
| 18. WHAT WE STILL NEED TO LEARN | 292 |
| <i>Per Anker Jensen, Theo van der Voordt, Christian Coenen and Anna-Liisa Sarasoja</i> | |
| INDEX | 306 |