

What we still need to learn

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THE ADDED VALUE OF FACILITIES MANAGEMENT CONCEPTS, FINDINGS AND PERSPECTIVES

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(EDITORS)



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18. WHAT WE STILL NEED TO LEARN

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ABSTRACT

Purpose: To outline perspectives for further work on the added value of FM and identify relevant ideas and topics for further research and development.

Methodology: The chapter is based on a screening of all the former chapters in the book, input from various workshops with the authors, information from recent literature and exchange of ideas among the authors of this chapter.

Findings: Added value is expected to be central in the future development of FM, which is confirmed by two recent foresight studies and the recent work on developing a EuroFM research agenda. There is a need for increased focus on the governance structures for FM to secure the necessary alignment between FM and core business - not only at strategic level, but also at tactical and operational levels. Corporate Social Responsibility, Sustainability and Branding are important areas of FM with great potential to add value and to elevate FM to become a strategic partner with corporate top management. Adding value is closely related to innovation and performance improvements. Methods to measure both hard and soft aspects of performance will continue to be an important focus area. Management of stakeholders' perception of value and relationships are essential aspects of adding value in FM and need much further attention. Close collaboration with users is needed and requires new methods to analyse and visualise processes and added value. Research methodology will continue to include a broad range of both qualitative and quantitative methods in many combinations, but soft methods based on close interaction between researchers and practice like action research, participants observations and narratives are expected to achieve increased attention.

Practical implications: The findings include ideas for further research and development on the added value of FM and expectations of the topics that will be important for the FM profession in the future.

Research limitations: The chapter does not present new original research results, but is based on the research presented in the earlier chapters in this book and other recent research activities.

Originality/value: The chapter provides important input to the future research agenda on the added value of FM and gives directions for the future development in FM research and practice.

Keywords: FM, Added Value, Value Network, Research Agenda, Methodology.

INTRODUCTION

In chapter 1 we wrote that the purpose of this book is to introduce and present the topic of added value of FM as a new and increasingly important field of research and practice. This

was the focus of part A, B and C. As further stated in chapter 1 we also want to identify what we know and what we still need to learn and to outline directions for further development in research and practice. This is the topic of part D. In chapter 17 the lessons learnt so far were summarized. This final chapter will focus on our ideas about what we still need to learn and directions for future development in FM. Although the findings in this book provided a big step forward towards a better understanding of the added value of FM and concepts and tools for improved value adding management, performance management and performance measurement, we expect these issues still to be in the core of future research on FM. The expectation that added value will be an increasingly important area in the future development of FM has recently been supported by two new future studies and the recent work on developing a Euro-FM research agenda.

One of the future studies is IFMA Forecasts 2011, where the executive summary includes the following statements: "*Globally, the profession of facility management continues to mature and evolve in many facets. Facility managers today are expected to understand their company's core business and contribute to the bottom line - not only by reducing facility costs, but also by improving the productivity, revenue generating capacity and image of the entire organization. Evolving trends indicate that FM professionals have greater opportunity to add value to their organizations through efficient management, improved technology, and strategic planning.*" (IFMA, 2011).

The study identified 10 trends divided in 4 externally-driven, 3 internally-driven and 3 organisationally driven trends. The internally-driven trends derive from within the profession. One of those trends is a growing desire to '*elevate facility management*' to improve the recognition and perceived value of the profession within the corporate hierarchy. The organisationally-driven trends derive from the corporations and organisations with FM departments. One of these trends is that organisations are increasingly expanding their expectations of FM to include both technical and business acumen, which drives '*the need for an evolving skill set*' for those in the profession. While the technical aspects are generally well understood, the increased focus on business acumen will require facility professionals to think and act strategically and to communicate their positions in the language of corporate top management. Another organisationally-driven trend is a growing recognition that FM contributes to the health and well being of building occupants, thereby benefiting '*efficiency, productivity and profitability*' - key pillars of an organisation's bottom line.

The other future study was the research project "The Future of FM in The Nordic Countries" conducted by the Centre of Facilities Management – Realdania Research (CFM), Technical University of Denmark (Rasmussen et al., 2012; Jensen et al., 2012). It consisted of a foresight study of FM in Denmark, Norway, Sweden and Finland. The purpose was to create input to a common Nordic research agenda for FM. The study included workshops with FM specialists in each of the four countries in autumn 2010 and spring 2011, a cross-national workshop at CFM's Nordic conference in August 2011, and a Delphi questionnaire survey in autumn 2011. The survey included 40 statements divided in 6 themes. The theme '*Added value and professionalization*' was prioritised as the most important, both in relation to importance for the de-

velopment of FM and the importance of academic research. There were 5 statements from this theme included in the Top 10 statements with highest priority for the combination of those two importance factors. The two top statements were:

- Introduction of methodologies for FM becoming a critical strategic management tool linking the role of facilities to the organisation's core business strategy
- Introduction of a set of principles for measurement and documentation of the added value by FM services.

The third indicator of the importance of adding value by FM as a research and development topic was found in the preparation of EFMC 2009 in Amsterdam. At the request of Facility Management Netherlands (FMN), Wim Pullen and Theo van der Voordt from the Center for People and Buildings discussed the future of FM in three round table talks with experts and editors of Dutch professional magazines in the fields of Facilities Management and Real Estate Management (Pullen and Van der Voordt, 2009a, 2009b). Furthermore, in his role of being the chair of the scientific committee of EFMC 2009, Wim Pullen and his colleagues analysed all submissions to this conference in search for input to the future FM-research agenda (Pullen, 2009; Pullen et al., 2009). These findings and the results from a consultation of FM-professionals and FMN-members have been discussed with the FMN board which resulted in the FMN research and action agenda for the next coming years (Van Heerde et al., 2010), including four topics:

- The relationship between FM and CREM regarding use of space.
- Experience, hospitality, management of demand and how to cope with the reversal from the supply chain into a more customer oriented one.
- Sustainability.
- Strategy and added value.

The international *FM Action Agenda 2015* (Pullen, 2009) also mentioned issues such as Corporate Social Responsibility; the impact of the credit crunch on dominant business paradigms; the impact of demographics e.g. from the greying society; and decision making, with the challenging question: how much does it cost to be cheap? Regarding the added value of FM, questions were raised such as: how can FM contribute to the strategic objectives of an organisation and its competitive advantage? How can FM contribute to supporting People, Planet and Profit? What should be the position of FM within the organisation in order to be able to optimally support the core business and manage the supply chain and to produce synergy between other supporting units such as HRM, ICT, and Finance & Control? How to cope with risk management?

The work on developing a research agenda for FM was followed up by a questionnaire survey at the end of 2010 among members of EuroFM's Research Network Group. The survey included responses from 16 research institutions and a main result was the prioritisation of a list of 10 research fields. 'Sustainability' was given highest priority followed by 'Knowledge' and 'Added value'. All together research institutions from 9 different countries gave priority to 'Added value' as an important future research field, so it is a topic with broad recognition among European researchers (Junghans, 2012)."

In the following we will present our own ideas for the future research and development in the area of added value of FM. This will be divided into three main sections on Added Value and Corporate Strategy, The Concept of Added Value and FM Value Network. A short section on methodology is also included before conclusion.

ADDED VALUE AND CORPORATE STRATEGY

GOVERNANCE, ALIGNMENT AND COORDINATION

Good relationships between FM and the core business are essential for adding value, as was shown in many chapters of this book dealing with relationship and stakeholder management. Important aspects of this management are the overall governance structure for the relationships and the process of alignment between FM and core business. The governance structure is dealt with in chapter 10 on Value Adding Management, while FM alignment is in focus of chapter 6. It is interesting that both chapters draw on theories of coordination, but the theories are very different. Chapter 10 utilises theory on forms of coordination based on transaction economics, while chapter 6 utilises theory of coordination as either programming (plan) or mutual adjustments (feedback) based on organisational theory. It could be interesting to investigate how these theories could be related.

There is an ongoing research project on alignment of FM to business needs undertaken by Danny S.S. Then and colleagues at the Hong Kong Polytechnic University. He developed a Business-FM Alignment model partly based on the book by Kaplan and Norton (2006): *Alignment: Using the Balanced Scorecard to Create Corporate Synergies*. The model by Then is used as a basis for a questionnaire survey, and a pilot survey has been made with 52 responses from facilities managers in several countries (Then and Chau, 2012). The plan is to extend the survey to a larger cohort of facilities managers around the world.

One of the differences in the approaches to alignment between on the one hand chapter 6 and chapter 10 and on the other hand Kaplan and Norton (2006) and Then and Chau (2012), is that the latter two references mainly focus on the strategic alignment on overall business level, while chapter 6 and 10 both stress the importance of alignment on strategic, tactical and operational levels and that the type of alignment should be differentiated between these levels.

Governance, alignment and coordination are important topics for further research on the added value of FM. The work above indicates possible starting points. There has also been considerable research on governance and alignment of IT, which can give inspiration. Since 2010, a scientific journal has even been published on this topic: *International Journal of IT/Business Alignment and Governance*.

The work by Kaplan and Norton on Balanced Scorecard and Strategic Mapping has hitherto been important as inspiration for the research and models on added value of FM. It is surprising that there has not been more empirical research so far on how companies have implemented management models like Balanced Scorecard in FM departments.

CORPORATE SOCIAL RESPONSIBILITY

Corporate Social Responsibility (CSR) is an increasingly important topic internationally in both public and private corporations. It is an area where FM is expected to have great potential to contribute and thereby add value to corporations. One of the most obvious areas is in relation to the environmental aspects, which is discussed in a later section in relation to sustainability. Other areas of CSR, where FM can have an important role is community use of corporate facilities, providing jobs for people with physical disabilities and other groups of disadvantaged people, for instance by social clauses in contract with FM providers, and securing proper conditions for employees in the FM supply chain.

There has been a lot of research in recent years about CSR in general but there has been very little research related to CREM and FM. None of the chapters in this book covers this topic, apart from being one of the driving forces behind sustainable development. In 2011 a master thesis on CSR and Real Estate Management (REM) was finished at Delft University of Technology, which includes a CSR-REM framework on how CREM decisions can affect stakeholder satisfaction (Thyssen, 2011). An ongoing PhD-study at CFM, Technical University of Denmark, has produced research papers on CSR (Katchamart, 2011 and 2012).

Traditionally CSR activities have mostly been of philanthropic nature without any specific relation to corporations' core business. Such philanthropic activities have in recent years been criticized for having limited impact and authors like Porter and Kramer (2006) argue for an alternative concept called "Strategic CSR", where the CSR activities are closer related the corporate strategy and to the core business activities. They claim that corporations should approach their social equity for social responsibility by using the same managerial skills and practices that guide their core business. Porter and Kramer (2006) furthermore developed a concept they call "Creating Shared Value (CSV)", where corporations engage in collaboration with local communities to create developments of mutual benefits both for the corporations' business activities and for the communities.

This development in CSR thinking is important for FM because it makes it more relevant for FM to contribute to the activities and thereby play a more strategic role in their organisation. Another line of thinking is so-called intra-organisational CSR, where the focus is on stakeholders internally in a corporation. Katchamart (2012) presents a case study from Thailand, where the blue-collar FM workers are the main stakeholders. The FM staff and their families are offered fringe benefits above average, including health insurance, children education, housing mortgage aid programme and retirement plan. The aim is to create strong loyalty and low staff turnover for security reasons. This case also indicates that CSR activities probably are very dependent on the cultural context. The cultural dependency of FM is part of the focus of chapter 16, but it is another aspect of FM, where there is a need for much more research.

INNOVATION

Innovation is increasingly becoming an important aspect of FM practice and there is also increasing focus on innovation in FM research. Innovation is obviously an important way to create added value, but the connection between innovation and added value has not been investigated much

in relation to FM. An exception is the study presented in chapter 13, showing that innovation was highly prioritized by facility managers, real estate managers and CEOs of 18 hospitals in the Netherlands. Creating formal and informal meeting space was seen as an important means to stimulate innovation. This same measure came to the fore in the study by Den Heijer who interviewed real estate managers of Dutch universities on managing the university campus (chapter 11).

Innovation and added value are not the same. Innovation can lead to added value, but added value does not require innovations. This view is supported by the clarification of the concept of service innovation presented by Toivonen and Tuominen (2009). They suggest that radical innovation usually means 'new to the world', whereas incremental innovations could be characterised as 'new to a region or a nation' or 'new to a sector'. Firm-specific renewals are not regarded as new innovations, but represent diffusion of innovations and the learning linked with it. Otherwise backward companies should be seen as making innovations, when they adopt well-known practices. Both new innovations and diffusion of innovations can lead to adding value, but firm-specific improvements can also add value without involving innovation or diffusion of innovations. Thus, implementation of best practices can be an important way of adding value.

There is no doubt that research on added value can find inspiration from the huge body of research on innovation in general and the increasing body of FM research on innovation. However, the FM research on innovation should also be able to benefit from the research presented in this book on added value of FM. Particularly the focus on relationship and stakeholder management can probably give inspiration to FM research on innovation. There are indications in studies by Mudrak et al. (2005), Cardellino and Finch (2006) and (Scupola, 2011), that FM providers are more active in innovation than in-house organisations. However, there is no clear evidence whether the different types of organisations focus on similar or different types of innovations – except that ICT-based innovations seem to be relevant to all organisations (Scupola and Jensen, 2009).

It could be hypothesised that the innovation activities among FM providers are more oriented towards innovations leading to increased efficiency and cost reductions as they operate on a very competitive market with strong price focus. Contrarily it could be a hypothesis that the innovation activities in in-house FM organisations are more oriented towards innovations leading to increased effectiveness and improved quality. One main reason is that in-house FM organisations are in a much more favourable position to practice relationship and stakeholder management than external providers. Therefore, innovation focus is closely related to the FM sourcing strategies applied by the demand side companies. This could be an interesting area for future FM research concerning both innovation and added value.

THE CONCEPT OF ADDED VALUE

DEFINITION AND DIMENSIONS

In many chapters different types of added value have been discussed. Table 17.3 presented an overview of generic definitions of value, added value and value add, and definitions that differentiate between use value, user value, customer value, social value, relationship value, exchange

value, transaction value, financial value, environmental value and so on, still not mentioning values such as cultural value and Economic Value Added (EVA). Furthermore a distinction was made between tangible and intangible values. It would be interesting to develop a conceptual model that connects these different types of value to decision making and to test if, how and when these values are incorporated in decision making processes on strategic, tactical and operational level, and by whom: top management, middle management, FM and CREM staff and other supporting units such as HRM, Finance & Control and IT-departments.

Regarding the multidimensional and multi-faceted character of added value, both similarities and dissimilarities came to the fore. Common issues included:

- User satisfaction with users referring to employees, patients (health care), students (educational facilities), visitors and guests (all kind of buildings), customers (retail & leisure) etc.;
- Increasing productivity (by producing more output with the same input, the same output with less resources, or a combination of higher output by less input) and production (focusing on output by optimally facilitating core business processes and other activities);
- Cost reduction;
- Supporting culture;
- Supporting the image and corporate identity of the organisation;
- Supporting flexibility and adaptability;
- Stimulation of collaboration and innovation;
- Risk control;
- Supporting environmental sustainability.

Possibilities to finance, increasing value of assets, marketing by FM and CREM, reliability of relationships and transactions, and the impact on the surroundings were mentioned less often. A challenging topic for future research would be to develop a widely accepted 'standard' conceptual framework of adding value by FM with common dimensions and standard definitions of input, throughput, output and outcome parameters. The FM Value Map and the three models described in chapter 17 could be a good starting point, in combination with the ideas and models regarding performance measurement that were presented in chapter 8. Furthermore, researchers from different disciplines could work on the operationalization of the dimensions in concrete FM and CREM measures, both content based and process oriented.

Interesting empirical research questions regarding definitions and dimensions of added value in connection to decision making are for instance:

- What are generic aspects and which aspects should differentiate between different areas (offices, industry, education, health care, retail and leisure), different types of organisations (public and private, profit and not-for-profit, just starting or in a mature state of development, level of ownership rights with respect to the facilities), and different contexts (national and organisational culture, politics, economy, demography, technology)?

- What could different disciplines such as architecture, engineering, business administration, marketing, psychology, economics etc. contribute to this conceptual framework?
- What are the main drivers in value adding management?
- Are the key drivers of value the same as key drivers of profits and cost reduction? If not, why?
- Which value dimensions are most important for shareholders and different stakeholders such as local authorities and communities, managers, financiers, investors, developers, designers, clients, customers, end users and visitors?
- Which values lead to synergy, what are conflicting values, and how do organisations cope with conflicting values?
- Who is involved in decision making on adding value by FM and value adding management, on which level (strategic, tactical, operational), and in which phases of FM processes?
- Which communication channels are used, when and by whom?
- How do organisations cope with the need to find a balance between the long term strategy and short term considerations?
- Which encounters between supply and demand do have the most important impact on the perception of added value of FM?
- What are or could be the opportunities for Added Value of FM in external services management (customer < > organisation), interactive services management (customer < > employee) and internal services management (employee < > organisation)?
- How can the findings of this kind of research be implemented in education and daily practice?

PERFORMANCE MEASUREMENT

Just like value and added value, performance is an umbrella term as well, with many dimensions such as efficiency, effectiveness, quality of (work) life, usability, productivity, profitability, sustainability and competitive advantage that can be measured by many different KPIs. Here, too, similar questions arise about the strengths and weaknesses, opportunities and threats of developing a standard list of key performance indicators and the appropriateness of differentiating between different sectors and different types of organisations. In addition, empirical research questions regarding performance measurement and performance management are for instance:

- How do organisations select KPIs to be used in ones' own performance management policy and performance management protocols?
- Who is involved in this selection and which criteria are preferred by whom?
- How do organisations cope with the dilemma between what can be measured and what really matters?
- Which KPIs are used on strategic, tactical and operational level, regarding the real estate portfolio, buildings, units, places, facilities and services?
- Considering that value is a trade-off between benefits and sacrifices: do benefits have more impact on the added value of FM than sacrifices do, or vice versa?
- How can we disentangle complex cause-effect relationships?
- How are data from performance measurement implemented in decision making and by whom? Which weights are allocated to different KPIs?

SUSTAINABILITY

There is relatively widespread and considerable interest in the topic of sustainability and sustainable FM amongst practitioners and researchers. However, previous research has not dealt much with the topic of sustainable FM. As stated in the chapter 4 *"Surprising little attention had been paid in the previous added value research to environmental efficiency of FM, whereas "Green FM" is one of the major ways to create added value"*.

This book answers partially to this demand by presenting results of the case study (chapter 12), which showed how added value is created through greener FM processes. However, this study was preliminary in its nature and the results are based on a single case study. Further research is needed in order to validate these research results and to provide more practical case examples and scientific based evidence for practice. This kind of evidence would assist FM organisations and the whole FM industry to become recognized as a strategic function, which can have a major influence on internal and external environment of the organisations.

In line with the previous proposition, chapter 5 presents propositions for the future research on environmentally sustainable FM. The chapter presents two questions to guide future research:

- General aspects: *How can the environmental value of FM be conceptualized and operationalized in order to find out to what extent FM is able to generate value for the environment?*
- Nature of environmental value: *What are the benefit dimensions and sacrifice dimensions of environmental value in FM?*

It is also notable that in the chapters of this book sustainable FM is understood as an environmental sustainability, while a holistic view of sustainability includes also economic and social perspectives. All these perspectives involve issues pertaining to futurity, but none of them should be seen as more important than any of the others. Environmental issues are therefore just a third of those with which we should be concerned as far as sustainability in the FM is considered. As a self-evident continuity in future research, sustainable FM should be studied by taking all three perspectives, social, economic and environmental, into account. Economic and environmental life-cycle analysis (LCA) are everyday business in the FM field, but how about social life cycle analysis (SLCA)?

BRANDING

Chapter 4 noted that in the added value research so far less attention has been paid to the impact of facilities and real estate on corporate image, PR & marketing. Most of the previous studies from the real estate field have connected the image issues such as location, image of the area and building exterior design to the value of real estate, not to the value of corporate image, PR & marketing. There are some studies (e.g. Nourse and Roulac 1993; De Jonge 1996; Lindholm et. al. 2006; Koppels et al., 2009) mentioning that real estate and workplace has influence through governing corporate identity but there is still a need for more thoroughly studies.

It is clear that a building makes a symbolic statement to its environment and building exterior and interior can be used as a form of physical institutional advertising. There are good examples from companies how to apply this in practice. For example, Google is famous for their workplace branding. They have used company colours and letters everywhere in their offices so that all the visitors and employees do not have a doubt which company they are in. Also other global companies have developed their own Corporate Visual Identity (CVI) by building branding guidelines and building identity manuals in order to use their workplaces and buildings as a part of company identity development and marketing.

There is a clear research potential by combining different research fields such as architecture, marketing and behavioural sciences and study in-depth how by CREM and FM procedures it could be possible to influence the corporate image and marketing. Added value could be created through more effective "Facilities Branding Management".

FM VALUE NETWORK

VALUE FOR DIFFERENT STAKEHOLDERS

As pointed out in the matrix at the end of chapter 5, there is a variety of research questions left, when it comes to the different perceptions of value for different stakeholders. Therefore, future research should include issues of differentiating between value for clients, customers and end users. Only if these three key stakeholder groups are being observed and analysed separately, valuable insights are being generated that enlarge the body of knowledge about value in FM.

In addition, the various value dimensions (e.g. use value, social value, environmental value, relationship value) have to be researched more thoroughly in regards to FM. In particular, the main benefit and sacrifice categories of each value dimension have to be identified. Furthermore, a practicable conceptualization and operationalization of each value dimension has still to be presented in the future. It would also be interesting to find out, whether the range of value dimensions varies across different industries.

Chapter 15 adapted FM Blueprinting as a practicable tool to visualize the individual value each stakeholder perceives during the interaction with FM. Building on this visualization approach, future research should further concentrate on differentiating the single stakeholder's interactional steps with FM and try to drill down the four mentioned zones (customer, employee, management, finance).

RELATIONSHIP MANAGEMENT

When considering FM as a relationship management discipline and focusing on the relationship value dimension of FM, the research gap appears rather large, because little research has been conducted in this field so far. As pointed out in chapter 7, most of the research is based on relationship and business-to-business marketing without a focus on FM.

There is a need for further research that deals with issues like e.g. drivers of relationship value for different FM stakeholders, identifying certain relationship encounters that have a different relevance for the key FM stakeholders. Even though a first approach for operationalizing relationship value in FM has been made in chapter 7, there is still a lack of empirical evidence-based work for validating this measurement tool. Finally, relationship value can only be co-created by FM and its stakeholders. Especially, the co-creation of value as pointed out by Porter and Kramer (2011) or Alexander (2012) can be expected to be vital points of research in the future.

METHODOLOGY

Chapter 9 raised the essential question: *"What qualitative and quantitative methodologies need to be applied and developed to allow us to capture the multidimensional character of value of FM?"* This book has partially answered this question by reporting and analysing the current methods. Chapter 17 provided an overview of the research methods used in empirical studies in this book. Qualitative research methods were most common, but there were also studies with a combination of qualitative and quantitative methods. It was also concluded in chapter 17 that *"measuring performance and added value of FM obviously requires some degree of quantifications - both in research and practice. Combinations of qualitative and quantitative methods seem very promising for the further research development in relation to the added value of FM"*. Also chapter 9 suggest that a mixed methods approach to the customer-specific value perception would possibly provide deeper insights by enabling both an open and flexible access to the value concept and by providing quantification and verification of pre-formulated assumptions.

Quantitative data-collection and data-analysis are quite common with respect to financial parameters such as costs and economic value added - using statistics and statistical analyses - but can also be applied to analyse the impact of FM on user satisfaction and (perceived) support of labour productivity (see for instance Maarleveld et al., 2010) and sustainability (see chapter 12). In addition, practitioners and academics should be aware of the importance of interactive discussions and joint reflections, the particular contributions of case-based research (single or multiple case studies to get an in-depth understanding of one or few organisations only) versus surveys and focus groups including respondents from many different organisations, and the added value of both ex ante research (e.g. pre-design evaluation, see for instance Ornstein and Andrade, 2010) and Post-Occupancy Evaluation (see for instance Van der Voordt et al., 2012; Mallory-Hill et al., 2012).

No doubt, it can be argued that in order to assess the added value comprehensively, apart from additional extensive reviews of literature more empirical research is needed using both quantitative and qualitative methods for capturing the multidimensional character of value. However, the research and data collection methods used in this book and in FM research in general have been quite traditional and there might be room for new kind of approaches. As FM research is very applied by nature, most of the used research methods are originally from other scientific disciplines and this is the case in the added value research, too.

For capturing the intangible nature of the added value, some of the research methods from social sciences might provide interesting options. There are already a few openings on applying methods of social science to the FM problems. For example, Kirsten Ramskov Galamba (2011) from CFM applied action research methodology in her PhD project, where she studied sustainability in the public FM context. Some FM researchers (e.g. Airo et. al, 2012; Price, 2007) have applied linguistic methods used primarily in social sciences. This sort of perspective concentrates on deconstructing the language and aims to describe cultural phenomena taking place in different contexts. As linguistic methods give tools to understand hidden agendas behind different aspects of FM, they might offer new insights on the value, and especially on the social value as well. In his PhD research on the desirable scale of assisted living facilities, Spierings used narratives from staff and tenants to get a better understanding of the impact of scale, social mix and facilities on quality of life (Spierings, forthcoming). The use of narratives and walk-through observations is a promising 'naturalistic' approach in order to get an in-depth view of daily life experiences, attitudes and perceptions (Bienne, 2008) that are quite difficult to capture by remote surveys using web-based questionnaires.

CONCLUSION

This chapter has outlined perspectives for further work on the added value of FM and identified a number of relevant ideas and topics for further research and development. The main conclusions are:

- Added value is expected to be central in the future development of FM, which is confirmed by recent foresight studies.
- Building on the FM Value Map and other existing models, new 'standard' conceptual frameworks should be developed, taking into account generic issues and aspects that should differentiate between different areas, different organisations and different contexts.
- There is a similar need for further conceptualisation and operationalization of organisational performance and FM/CREM performance, and how to select the most appropriate KPIs in connection to revenues and sacrifices, costs and benefits.
- There is a need for increased focus on the governance structures for FM to secure the necessary alignment between FM and core business - not only at strategic level, but also at tactical and operational levels.
- Corporate Social Responsibility, Sustainability and Branding are important areas of FM with great potential to add value and to elevate FM to become a strategic partner with corporate top management.
- Adding value is closely related to innovation and performance improvements. Methods to measure both hard and soft aspects of performance will continue to be an important focus area.
- Management of stakeholders' perception of value and relationships are essential aspects of adding value in FM and need much further attention.

- Close collaboration with users is needed and requires new methods to analyse and visualise processes and added value.
- Research methodology will continue to include a broad range of both qualitative and quantitative methods in many combinations, but soft methods based on close interaction between researchers and practice like action research, participants observations and narratives are expected to achieve increased attention.

This book provides an important advancement in new knowledge and understanding of FM. However, there is still a lot we need to learn about the added value of FM. The future will bring exciting new challenges to FM research and practice. We hope that this book will help researchers to guide future research activities and to prepare FM professionals to meet future challenges at a higher level of knowledge and competence.

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