



Contracting - Between Energy Economics and FM

By offering innovative solutions and good value for money, providers of energy contracting services have become a real alternative. They have been able to demonstrate this in particular in the areas of renewable energy and decentralized energy supply concepts, as evidenced by the growing number of successful projects and providers.

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In July 2010 European FM votes in its four new EN standards. Fred Kloet explains the importance of the standards and what is included within each standard. This will create the opportunity to take the global lead within an ever growing and expanding FM market.

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Technology Happens if You Don't Plan for IT

Given its importance, technology should rank high on any executive's priority list. But the truth is that technology planning is a scarce commodity. Most organizations address technology only when problems arise. Chip Chapman explains more.

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The Three Pillars of the Green Revolution

By Bastien Cany

With the start of the "Grenelle de l'environnement", a large-scale plan created by the French government in 2007 to address environmental concerns, all commercial buildings are now subject to stricter sustainability and energy efficiency requirements. These requirements have begun to change the field of construction, and have a direct impact on how buildings are operated and used. From now on, these three factors (construction, operation, occupation) will be essential for obtaining high energy efficiency levels. This issue is particularly delicate in regards to high-rise buildings, which were not conceived using this logic. But the green revolution concerns all properties, whose value now rises or falls depending on their environmental characteristics. Because of this, references, names and other green labels are flourishing in the hopes of reassuring owners of the worth of their commodity and the buyers of the choices to be made. Nevertheless, the methodologies and guidelines remain the same and no label allows us to completely understand the level of sustainable energy efficiency of a building much less compare it. While waiting for standardization, which can only occur at an international level, these standards provide benchmarks or even a method to optimize the energy impact of commercial buildings.

Focus: The challenge to office towers

Even though the future RT 2012 (Thermal Regulation 2012) is still under discussion, it is understood that particular attention will be paid to high-rise buildings. Will they be able to adapt to the new requirements, despite these changes?

The Chairman of the Strategic Planning Committee of the Grenelle Building Plan, Philippe Pelletier warns "Commercial high-rise buildings (buildings more than 29m high and very high-rise buildings of more than 200m

high) which are mostly office buildings, will not be able to attain the objective of 50kW/m² consumption by 2011, considering the increase of regulatory constraints and the limited experience available for these types of service buildings". In his report to the Prime Minister last July, Mr. Pelletier recommended allocating these buildings a more proportional ratio of change, or even to postpone the enforcement of RT2012 and allow compensations. Indeed, in the race for energy efficiency, existing high-rise buildings are



HQE High-rise building © DTZ

"Qualis" is a 25,000 m² high-rise building which is certified as low-carbon emissions in Bagnolet (92)

handicapped. Their high glass facades without parapets make it more difficult to control temperatures. The fixed windows make it necessary to have constant ventilation in order to circulate new air. Lastly, fire regulations are imposing specific energy expenditures such as permanent lighting in certain circulation spaces or fire escapes. "In terms of improving energy efficiency, all the arguments make reference to ordinary buildings, whereas high-rise buildings are more complex because of their higher operating costs -implying higher consumption- but in a way they are also simpler because they take up less plotted land and they usually have good access to public transportation".

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Green Office © 2M Architects Office / Michel Montagut - Bouygues Immobilier

The Three Pillars of the Green Revolution

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Green Office

considers Thierry Laborderie, Director of the DTZ User Division. Another contradiction, if the architecture adds additional constraints, it could be considered beneficial. "We must take into account an efficiency indicator that measures the ratio between the total floor space available for hire and the built surface area. In some instances, high-rise buildings fare better than other buildings", explains Michel Tolila, architect and president of Isiom. The work currently being carried out on high-rise buildings is an attempt to capitalize on these strengths. At La Défense, the tower formerly occupied by Axa, which is currently under construction, the floor will be expanded at the periphery and ten new levels added in order to obtain more square meters. "If the operating costs per square meter are more important in a high-rise building, in relation to the number of occupants, they are better performing", underscores Denis Szkobel, the Development Director of Exprimm.

Towards an operational force

Operations should also be pushed further and involve more users "A certain degree of automation could influence user behavior, e.g. shutters that automatically close at a certain time,

lights that turn off depending on the amount of sun light, room temperatures that vary depending on the weather. All these measures require an amount of communication in order to explain their benefits", explains Ludovic Raoul, Assistant Operations Director at Protertia. Finally, high-rise buildings must be put on the path to renewable energy. "There is no such thing as a low energy high-rise building, but these buildings could have a positive energy balance by making use of geothermal, photovoltaic or wind power", states Denis Szkobel. Nevertheless, these different types of energy don't all offer the same potential. On the one hand, the high terraces of high-rise buildings would really benefit from wind power installations. On the other hand, their small size doesn't provide the space necessary to install photovoltaic panels. And sensor technologies on the facades don't seem efficient enough to achieve attractive returns. In contrast, high-rise buildings could make use of the heat that they emit if it was possible to capture it. In the future, these buildings might even be able to take advantage of their dense urban location by returning part of the energy they release into a fluid network connected to adjacent buildings.

Bastien Cany - Arseg Info



Mozart Tower Photo © Arquitectonica - Bouygues Immobilier



Mozart Tower © Arquitectonica - Bouygues Immobilier

Better defining the value of green assets

Why pay more for a "green" building when there is no guarantee that its performance will be sustainable? "Green value in use" is an attempt by a group of experts* to answer this question. Their work has four objectives: Firstly, monetizing sustainable performance by quantifying green value, in other words, the financial worth of a sustainable building. Second, recognizing what factors contribute to green value and highlighting them. Third, making the users responsible by alerting them to their investment and purchase options (including leasing). Finally, green value has to bring with it a guarantee of sustainable performance through day-to-day operations. "The emphasis is put on the role of the tenants who are invited to deepen their level of analysis and demand before signing a lease", explains David Ernest, Quality and Client support Director of Faceo. This greater implication on their part will allow demands on energy efficiency to be fixed by the landlord and tenants for the duration of the contract. A logic that goes beyond a green lease that allows, for example, a tenant to ask his landlord to commit with him to a low-carbon plan for the building that he occupies, with the operational support and expertise of the in house or outsourced facility manager.

*Gilles Bouteloup (Axa Reim), Adrien Bullier (Groupe ICF), Jean Carussus (Immobilier Durable Conseil), David Ernest (Faceo), Lionel Pancrazio (LB-P) and Thomas Sanchez (CDZ).

RT 2012 ("thermal regulation" 2012) : the "modulation" report has arrived

50kW/m² per year on average for new buildings: this is the threshold that Article 4 of the Grenelle 1 law will make compulsory from the 1st of January 2011. The terms of this "average" value are still to be defined. At the request of the Government, Christian Bataille and Claude Birraux, "rapporteurs" of the Parliamentary Office for Evaluation of Scientific and Technological Options for RT2012, handed in their results on the 3rd of December 2009, after having consulted the major players and different regulations in force in other countries. Regarding the services sector, the "rapporteurs" considered that it would be inconceivable to achieve the mandatory limit of 50kW/m² by the end of 2010, given the diversity and complexity of the buildings involved. A normalized performance target for insulation and waterproofing, supplemented by retrospective energy efficiency measures seems more feasible. This may even lead to the creation of a new position: "Energy Manager", i.e. managers working in a network and exchanging standards of good practice. Inspired by a plan under way in Australia, buildings may even be able to put their primary consumption levels and their CO₂ emissions online. On these issues, however, the government representative preferred not to comment. Also, no comments were raised by the idea of a CO₂ emissions limit, which was brought up in order to put a stop to all-gas buildings, just as the limit of 50kW/m² would do to all-electricity buildings. Thanks to this work, which has allowed the establishment of guidelines for the new RT, the texts should be published in the first half of 2010.



Use of Life Cycle Costing in Danish Municipalities

Why not use our common sense

Every year in Denmark the municipalities, regions and the State, not to mention private home owners and companies, spend billions on the construction and operation of buildings. It is important to ensure that the construction and the following operation and maintenance of the building together represent an overall good investment. Building operation and maintenance comprise by far the largest share of the total costs incurred during a building's lifetime, which is why there are many savings to be made by choosing the 'right' solution from the start.

1. Overall economy - a cliché

Overall economic assessment is a way of comparing two or more alternative solutions, each providing a different distribution of acquisition costs and operating costs.

Overall economy focuses on the building's operation and can help to futureproof the building for both the developer and the user.

Public developers have an interest in using an overall economic perspective for buildings because it can provide savings on the building operation, which can then be spent on more important things.

The problem for public developers is that it can be difficult to get politicians to grant more money for better buildings in the here and now, when the savings made are not apparent until a few years later.

Construction companies are interested in overall economy because an increased offer of construction projects that focus on a building's overall economy can steer the competition in the construction industry away from paying the cheapest price and towards a focus on quality.

But increased focus on overall economy also brings certain challenges with it for the construction companies: If the building's future operating costs - such as energy consumption - become the underlying criteria during competitive bidding, the building contractor could potentially be held responsible for maintaining those estimated operating costs in years to come.

2. The municipal property developers' overall economic approach

Rambøll has created a "Best Practice Manual" for the Danish Enterprise and Construction Authority, with the aim of detailing the public developers' experiences of using overall economic assessments.

As part of the preparation of the manual, in November 2008 Rambøll carried out a study of the prevalence and application of overall economy within the construction industry in Danish municipalities. 90 municipalities took part in the study.

The study showed that approx. 35% of the municipalities work more or less systematically with overall economy in construction, while 33% are, in principle, positive about the use of overall economy, but only apply overall economic principles on an ad-hoc basis. 32% of municipalities do not work with overall economy in construction.

The majority of municipalities find it relevant to use overall economic assessments for construction projects, but the study also highlights greater potential for a larger and more systematic application of overall economic principles in municipal buildings.

The reason why there continues to be a greater potential for a larger and more systematic use of overall economic assessments is that the municipalities come up against a series of political, economic and practical barriers.

Limitations in the construction framework

The municipalities in the study point out that the limitations found in the construction framework often restrict the chances of picking the best overall economic solution because the framework limits the amount by which construction costs can increase, even if these are justified by operating savings made later on.

The problem of stopping construction work and a limited construction framework is only temporary and often determined by the market, and would not be a restriction during more buoyant times. The bigger problem lies rather in the very short political timescales that are built into the municipalities' budget methods. Here, the time perspective in

connection with construction, and particularly building maintenance, is often only one year, whereby long-term overall economic considerations are pushed back or are completely omitted in the following fiscal years. When there is a lack of funds for the heavier political areas of focus, such as teaching and care, buildings are often the first to be cut out.

Overall economic anchoring within the organization

A successful approach to an overall economy is only achieved when an organization has agreed that these are the principles that the construction is to be based on. It requires that the mindset of the whole organization - both the decision makers and the employees - is targeted towards an overall economic way of thinking.

The barrier in this case is not resistance, but more of a cultural barrier due to force of habit in that you have always been used to doing things a certain way. The maturity and thereby anchoring of the overall economic approach is dependent on both the organization's set-up and on its employees.

Overall economy in the initial phases of a construction project

A pivotal barrier to the use of the overall economy concept is that the overall economic assessments enter the building process too late, so that the opportunities for selection and de-selection become limited.

The overall economy should therefore be included during the very early stages of construction, in the idea phase of a construction project. Those public developers who have achieved the most success through using overall economy, proved to have had well-defined and well-described processes for new constructions and conversions.

Need for common reference base

A further barrier to the use of overall economic calculations that emerges is the lack of a common reference base when doing overall economic calculations.

The municipalities' experience is one of suppliers who do not understand the overall economic approach. These suppliers are unaccustomed to meeting overall economic requirements, such as taking operational questions into consideration during a construction project.

The requested reference base includes, for example, life expectancy data for different building parts and choice of materials, as well as data regarding operation costs for different solutions. The opinion is that without such a reference base, the overall economic calculations quickly become too complex to be implemented.

Complexity in connection with overall economic calculation methods

Several municipalities declare that despite including overall economy in their estimations during the building

process, they do not implement specific overall economic calculations that highlight the consequences of the choices made.

Those overall economic assessments are often based on common sense and anticipated outcomes. General opinion seems to be that it is too complex and unmanageable to start with elaborate calculations and that the effort outweighs the result.

Overall economic calculation techniques need not, however, be built around complex models. Several of the best-practice developers have had positive experiences from concentrating on those considerations that have an impact on the level of operating costs in order to limit the scope of the calculations.

Relevant areas that can be focused on in this context are, for example:

- Energy measures (play a large role in operating costs)
- Building envelope's building parts (including life expectancies)
- Technical installations

It is important as a developer to use a calculation method that is suitably simple so that the efforts invested justify the end result. The level for calculations should be set so that the calculations are a help rather than a hindrance.

3. Rambøll's overall economic approach

The main idea in Rambøll's approach to overall economy is based on the idea that design, construction and operation of buildings are seen in a financial context. All phases in a building's lifetime should be seen collectively and it is of particular importance here that knowledge of the building's use and operation is included in the initial design and construction phases.

Seen in an overall economic context it is the operational phase that represents the majority share - approx. 80% - of the building's overall economy. By moving resources (economic, technical and operational) from a building's operational phase to the design and construction phase, a building of a much higher quality will be built.

All other elements in turn deliver higher quality in terms of the building's shape, functionality, choice of materials, environment, operational-friendliness etc. and a better perception of the building's value for the users. During the operation phase there are savings to be made, such as lower energy consumption and maintenance and cleaning-friendly materials, etc.

By applying an overall economic approach, the required attention is ensured on all phases of a building's lifetime, which enables focus on all the other factors that affect the daily use of the building and the activities the building has to withstand.

European Partners

European FMs gather in Madrid next month for EFMC2010 FM conference and research symposium. It is also host to the European FM Awards for FM Students and Researchers, and FM service providers in the Partners Across Borders category. Jane Fenwick reviews these finalists



Mace Macro with Invesco

Mace Macro (Macro), a subsidiary of the Mace Group and an independent FM provider, began its relationship with Invesco, one of the world's leading independent global investment managers, in 2004. Initially engaged to provide FM support services in the UK, Macro has evolved into a strategic partner by expanding its role in the management of sub-contractors and additional services. In 2009, Macro took over the FM of Invesco's offices in Europe and the United States.

Building on the partnership with Macro for its UK locations, Invesco asked Macro to provide a similar service for the relocation of its sizable Frankfurt office. Serving as the client's representative, Macro worked with on-site project manager, supplied by Mace in Germany, to facilitate the move and fit-out for 130 employees in June 2009. Macro now provides FM services for Invesco throughout Europe, including Paris, Brussels, Milan, and Madrid. Before Macro's involvement, the quality of service varied from location to location, but now these staff have been incorporated into Macro and professionally supported.

Macro has brought Invesco, standardisation of process and service, management of the supply chain, flexibility in operation, cost reductions amounting to over £3m, centralised finance including true open book, commitment based accounting, reducing transactional costs with invoices reduced from 70-80 to just one.

Macro has also benefitted by the development of an infrastructure to support other multi-national clients.

SMI with JLL

Jones Lang LaSalle (JLL) has been providing over the years truly global solutions to multinational clients across the world. In EMEA, JLL has focused primarily in delivering complex regional solutions to corporate occupier clients. Service Management International (SMI) has played a major role in supporting JLL and client's overall goals and objectives when transforming complex multi-geography portfolios. The global best practices, technology and specialist management brought by JLL combined with depth of local service delivery, geographic reach and scale brought by SMI's shareholders combine to create a high value-add portfolio solution with in-built flexibility to effectively manage change.

This model brings best in class management and delivery solution, high savings yield for clients through collective commitment to continual cost reduction, attractive employers' and career paths for transferring staff, flexible and adaptable to changing market, low overheads and infrastructural costs and local knowledge, cultural alignment and acceptance.

SMI specialises in providing people based facilities services such as cleaning, mailroom, reception services, and landscaping which tends to be very local and community specific. The partnership objectives were clear and mutually understood that it would be a journey with plenty of flexibility required from both parties and above all a common commitment to deliver an excellent and scalable Facilities Service product for corporate clients.

The JLL-SMI business model is lean, agile and staffed with a dedicated multi-lingual and multi-cultural central team. The ability to engage operationally in the local language through a central structure delivers significant operational benefits through understanding local best practices which can truly be 'exported' across entire portfolios.



Sodexo with Procter & Gamble

In 2004, Sodexo began working with P&G to explore ways to reduce costs by improving systems and services, simplifying processes, and leveraging scale. P&G was looking for a facilities provider that could leverage experience and expertise globally to allow plant managers to focus on core priorities. P&G selected Sodexo to deliver soft services at three sites. The success at these test sites led to an agreement for all European P&G plants.

Success was accomplished thanks to a best-in-class transition driven by a global roll-out structure and strong governance. One of the relationship structure's key strengths was that it facilitated interaction at all levels of both the P&G and Sodexo organizations which in turn supported the understanding of critical global objectives and local buy-in. The European/EMEA region has been expanded to include 24 live plants in nine countries with additional plants scheduled to transition this year.

P&G and Sodexo worked together to create a comprehensive toolbox to ensure consistency and to simplify the transition process, making it easier and more cost efficient for P&G to consolidate services under one provider. Service quality and excellence are supported by an online platform that tracks financial and performance metrics results at every site. This tool guarantees transparency, facilitates result

consolidation and is an efficient platform for information-sharing between P&G and Sodexo.

Sodexo has gone beyond to prove itself to be the flexible and effective partner that P&G needs to fulfil its outsourcing objectives. For example, the company entered new countries and formed legal entities there in order to provide services to P&G plants. Sodexo has also taken on responsibilities to support P&G in opening newly built factories and integrating them into the manufacturing portfolio.

As a result of its commitment to innovation, leading change and simplifying business processes and services, Sodexo is now regarded as one of P&G GBS's strategic partners. Since the start of the EMEA roll out, Sodexo has been awarded soft and hard services in the Americas and a number of Asian countries. Together, P&G and Sodexo are transforming the way P&G approaches plant facilities management across the globe.



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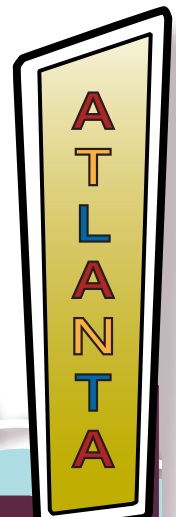
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Contracting - Between Energy Economics and FM

by Arthur Dornburg

Energy contracting is a hot topic these days, especially when the talk is about issues like energy efficiency and energy supply, and in the current macroeconomic crisis, the interest in energy contracting seems to be on the increase. With suitable range of services on offer, the FM sector should take advantage of this situation.



Arthur Dornburg is the CEO of m+p consulting Süd GmbH headquartered in Munich.

For years we have enjoyed a liberalized energy market. Many companies, but also private customers, are still finding it difficult to take advantage of this fact. However, by offering innovative solutions and good value for money, providers of energy contracting services have become a real alternative. They were able to demonstrate this in particular in the areas of renewable energy and decentralized energy supply concepts, as evidenced by the growing number of successful projects and providers.

The current contracting market is based on the following three hypotheses:

1. Energy contracting means active liberalization of the energy sector.
2. Energy contracting identifies and finances efficiency increasing measures.
3. Energy contracting contributes to CO2 reduction and increases the share of renewable energies.

If we divide the energy industry into the three main players, power plant operators, network operators and users, the first two are actively

engaged in efficiency increasing measures, even if this fact is not always taken notice of. The power plant operators increase the efficiency of their plants or renew the existing power plants to a great extent. At the same time, today's new energy mix and translational supply requirements are posing a huge challenge for the network operators who will have to tackle it over the next years.

A challenge to the user

Let's look at the third party involved, the user. Starting now, the user will have to make an effort to reduce consumption or, where possible and appropriate, generate part of his energy and become a stakeholder himself. Some of the companies that have so far survived the current economic crisis will eventually run into difficulties in the next big energy price increase if they abandon the use of energy efficiency measures. As a result, there may be a further wave of insolvencies,

especially in energy intensive industries.

This is where energy contracting can help the users by identifying and financing efficiency increasing measures. The use of combined heat and power (CHP) or the optimization of ventilation systems or lighting can achieve energy savings of up to 30%, in some cases even more. Energy contracting companies have the expertise required to provide the client with the adequate and customized measures.

Major objectives of current politics are CO2 reduction and increasing the overall share of renewable energies. Contracting can make a considerable contribution to achieving this by introducing efficiency increasing measures on the side of the user. Since energy contracting focuses mainly on decentralized generation technology, it will also contribute to increasing the share of CHP technology. In addition, decentralized energy supply concepts enable an improved use of renewable energies. This is shown, for example, by the large number of new biomass power plants. The energy industry which, in the past, was dominated by monopoly structures is now undergoing a change. Here lies the opportunity for contractors of different types. The actual share that energy contracting will have in 20 to 30 years will depend on the one hand on the technologies and resources available then, and, on the other hand, particularly on the quality of the services provided, as well as the willingness of clients to take advantage of the market opportunities given.

At the same time, the current economic crisis is to some extent

becoming a huge challenge for FM providers. Clients are trying to alleviate the cost pressure by passing it on to others, and service levels are reduced in order to cut costs. A merciless price war on the supplier side is adding to the problem. Both clients and FM providers will have to strike a new path. Together they need to find new areas where added value can be created in a sensible and demonstrable way because this is the only alternative that will successfully prevent a ruinous business model.

FM plus Contracting

One of the areas where added value can be created is the energy and utilities sector. Almost all contracts for technical facility management services call for efficient energy management and proposals for savings. Let's be honest - how often are these requirements taken seriously and actually met?

Energy contracting as a complementary service added to the FM contract can help here. The requirements on energy efficiency receive a different degree of compulsion because the service provider does not only propose and implement the energy saving measures, but is also responsible for its financing. It is therefore in the interest of the service provider to achieve proven results, which he needs for refinancing his investments. The customer enjoys the benefit of having his installation refurbished free of charge at the end of the contract, at which point he will also start to see the first savings. This combined model, also called FMplus contract, is a modern answer to many problems faced by companies in today's economic crisis.



Deskhoppping

by Graham Jervis

We all feel firmly tied to our desks now and again. But there is a way to avoid being chained to one workspace. Desktop virtualisation has its benefits and consequences, as Graham Jervis from Advanced Workplace Associates explains.

In March last year, renowned IT research body Gartner predicted that virtual desktop infrastructure revenue will grow globally from around \$1.4 billion, currently less than one per cent of the worldwide professional PC market, to \$65.7 billion in 2013, "more than 40 per cent of the worldwide professional PC market."

That is enormous and in the state of the current market and with the technologies still developing that forecast seems incredible; but even if their figures are wildly exaggerated it does imply a major change in PC application deployment.

The current economic conditions have ensured that both large and small organisations are looking for substantial savings on their base operating costs. For many, the largest costs after staff, are those associated with their buildings. Fortunately, there are substantial opportunities to reap major cost savings through better utilisation of workspaces - many offices have workstation utilisations less than 50 per cent and interest in desk-sharing has never been higher. Equally fortunately, advances in IT have made this much more achievable for all by enabling telephone services to follow a person to any desk and for those IT applications that are particular to an individual to be available wherever he or she works.

However, the current business climate is also one which challenges any new additional investment in technology that may be required. It is the purpose of this article to outline the various options and their consequences that are available for those who seek to make the changes to enable desk-sharing now. I shall begin with the much discussed and currently popular subject of Desktop Virtualisation (I can almost hear the yawns!).

So what is this new Nirvana - sounds like something from Star Trek? Well, virtualisation has been with us for a long time. If you think of it as being a working representation of something that once required a physical presence of its own to work and now can work equally well using a different physical form with something else. Still with me?

It's a bit like using a TV to do your internet surfing. So hopefully, you might realise that if we could create a

virtual form of everyone's unique desktop applications and appearance and make those available at any physical computer or device, then it wouldn't matter where people sat to work. Job done? Well - not quite.

The technology

The issue that IT departments have to wrestle with is what form of Desktop Virtualisation is most appropriate and cost effective. I said that Desktop Virtualisation has been around for some time. It has, and was called Terminal Services (TS) by Microsoft and Citrix XenApp by Citrix. This technology provides a user with a familiar desktop from a remote server (in a data centre) to a user's computer even when a desktop operating system is not installed. Sounds a bit like the old days of mainframes and dumb terminals - and to the user it is, but with all the advantages of a modern form.

Then there is the much newer form of Desktop Virtualisation called VDI (virtual desktop infrastructure). The main difference is that with TS, applications need to be much more standardized and TS can best be thought of as providing, from a remote server, a set of applications for multi-users, whereas VDI treats each person as a single user and provides those applications that are needed for that user. Clearly that has tremendous advantages for the personal and business preferences of individuals and gives the greatest degree of flexibility and resilience.

But, even though VDI and Terminal Server are both server-based computing forms of desktop virtualisation, there are other types of desktop virtualisation that don't use server-based computing at all.

For example, OS streaming describes a technology where a set of Windows applications run locally on a desktop device (so called "client-based computing" rather than "server-based computing"). But with OS streaming, the operating system is "streamed" from a central point down to the desktop rather than it being installed locally. Since no software is installed on the desktop it is called virtualised.

The benefits

The advantages of all these forms of virtualisation are traditionally described as being in facilitating the

IT management of large communities of desktops. I have not seen any clear description of the benefits that such technologies can unleash in enabling better use of expensive real estate, increasing the resilience of an organization to disasters, or to the improvement in peoples' productivity arising from supporting greater workplace flexibility.

The benefits to IT are that they can manage all their users as if they only had a single desktop with desktop virtualisation, and that saves money. In other words, just manage one desktop instead of hundreds or thousands - great for IT.

But not necessarily so for users. Unless everyone wants the exact same desktop wallpaper with the company logo on it, it's likely that some users will be unhappy. Even worse is the fact that user "personalisation" is more than simple vanities such as desktop wallpapers or dinosaur cursors. In many cases, users need access to software applications above and beyond what IT decide to provide in the shared "base" desktop.

The second major limitation is that these shared base solutions do not support what's now called the "user-installed application". In other words, the only applications that are delivered into the shared base image are those that the IT administrator has specifically prepared. So if a user needs to use an application that IT didn't install, then that user's out of luck.

Fortunately, both of these problems are solvable. There are now many products on the market which solve the "user personality" problem and now there are emerging vendors who are solving the "user installed apps" challenge.

The challenge

So why are IT departments hesitating over introducing software that can significantly reduce their costs and enable them to exercise greater control? The answer to this is largely, that although the future will likely be VDI, this is quite new technology. Only a handful of vendors, themselves quite new companies, supply these products. There are issues and worries over the server capacities required and the security consequences of some of the efficiency tools, such as image cloning, which provide the benefits of lower maintenance.

You don't have to wait for the technologies to mature or for IT departments to overcome their justifiable concerns over security and acquiring new skills. Many companies enforce standard builds for staff and, where applications are based upon a relatively uncomplicated set, desk-sharing presents few problems. Even where different teams may vary their IT

needs, these tend to be small variations upon a standard set and therefore, for many, desk-sharing is a workable option for most of the time.

Several companies employ the idea of Teamzones, in which all the desktops within a Teamzone are identical and thereby allow complete sharing within the members of that Teamzone. Careful analysis of each group's requirements is essential and with this information to hand it is possible to make adjacent Teamzones comparable to increase shareability. There are, however, some limitations to this approach. Teamzones need to be of a reasonable size (generally more than 35 workstations) and sharing ratios kept to relatively modest proportions of 1.2 people per desk to avoid contention. This is the condition which exists when a person arriving late may find all suitable desks occupied. Some of these restrictions can be overcome by creating a few desktops as superbuids, in which all the applications required by people on a floor in a building are available on a limited number of shareable desks. Mathematical simulations can optimize sharing amongst Teamzones and be used to inform design decisions.

So what of the future? In my view and that of most of the technical cognoscenti, VDI is the way the technology will develop. The security issues and capacity worries will disappear and the number of vendors in this market will increase.

I would not however wait for this to happen:

- I would advise FM managers to ensure that the workplace benefits of virtualisation are well made and;
- I would work with IT to identify those groups and business units that have IT needs most similar to the base IT build and encourage them to desk-share and pilot designs around the use of Teamzones where these seem appropriate.

Much can still be done without high investment in new technology just at this time.

Quick facts

- VDI and Terminal Server are both server-based computing forms of desktop virtualisation
- Other types of desktop virtualisation don't use server-based computing at all, for example, OS streaming

Graham Jervis is director of service management at Advanced Workplace Associates

A Direct Line to Innovation

By Fabiana Pala

A 180-strong department that manages facilities for 11,000 properties and 60,000 people: these are the Facility Management statistics for Italy's telephone giant, Telecom Italia. Manager Domenico Cipolletta describes the challenge of outsourcing many FM operations, and what the future holds for one of Italy's largest companies. "The aim is to bring customers and suppliers together: to find new ideas and solutions to problems".

The challenge is to use Facility Management as a lever for innovation, in a company as large and complex as Telecom Italia. This is far from simple, but the company now appears to be well on the way to success, as Domenico Cipolletta, manager of Telecom Italia's Facility Service Centre, explains.

How is the management of facilities and services organized at your company?

We have various regional areas that report to a single, central division. This, in turn, is divided into five sectors, each with its own specific area of activity: environmental services, operational services, phone and data services, vehicle fleets and lastly customer and operational support. There is also a team dedicated entirely to managing the Business Centres.

This organization manages the facilities for about 11,000 properties, 13,000 radio bases and 60,000 people.

How many people work in the Facilities Department?

180 are employed at the central office, the rest work locally. Before we took the decision to outsource, that number was obviously far higher. We still use our own personnel for some activities, especially in the case of operational services for personnel, but in general our department has more of a governance, analysis and control function.

Is maintenance one of your responsibilities?

It was until eighteen months ago. Then, following an internal reorganization, the whole service - except for the Business Centres - was entrusted to the Technology division, the area that deals with Telecom Italia's technological operations.

This decision came from a new way of looking at maintenance: given the specific characteristics of our company's business, it was seen as a strategic lever that is closely related to our core business.

What was the most delicate part of the move towards outsourcing?

We were particularly careful to ensure that the operation would result in an adequate service level, and that it wouldn't harm our employees. That is why we only chose partners who were able to guarantee service quality and continuous employment to the people directly involved in the process.

But the early stages of an outsourcing process are always delicate, partly because it is when the client and the supplier really get to know each other. Initially, as you might expect, everyone tends to do everything with great care and attention to make sure everything goes according to plan.

Once some of the automated procedures have been learned, and confidence has been built, everything becomes a lot easier, and the foundations are laid for improving the functional model.

After all, it's basically about constructive dialogue.

Exactly. For example, we have set up committees made up of our own personnel and representatives from the outsourcer. They meet regularly to consider possible improvements to services, and discuss any problems that have arisen. The fact that most of our partners' personnel used to be employed by Telecom Italia makes communication very straightforward, because there is a shared base of knowledge. But in general, I believe that regular meetings bring enormous benefits to the customer-supplier relationship. I think they significantly reduce the time necessary to resolve all the issues that can arise in connection with facilities management.

Is there any special quality you look for in a supplier?

We have always been very careful to identify competent suppliers who are large enough to meet our company's needs. They should have a solid market presence, consolidated experience and a fairly large, solid customer/order portfolio that gives them a sound commercial footing and the ability to create added value.

How much of your business have you outsourced? For example, who deals with service planning?

Planning is handled internally.

The contracts stipulate exactly how the services are to be provided, and we also have specific Service Level Agreements (SLA). We have a great deal of know-how when it comes to managing our facilities, acquired over the many years during which every aspect of FM was taken care of internally. Clearly, we communicate with our suppliers about these issues, but we have a very broad, detailed vision of our company's characteristics, and it's only right that we use it.

Do you have a specific system of controls?

Yes, various controls have been set up, based on the specific activities to be managed. The controls include dedicated computer systems that carry out remote checks and can produce reports and indicators of quality, performance, profitability and processes.

These tools are a real step forward in terms of quality for our business.

For example, in the case of environmental services, we have created two integrated systems. The first, known as the "four quadrants", evaluates operational activities and quality levels in comparison to the SLA.

The "four quadrants" are four service-related areas that include objective parameters such as the measurement of performance, completion of scheduled and unscheduled activities, and achievement of the desired quality level. They also include subjective elements such as how satisfied customers are with the promptness and accuracy of the suppliers' intervention.

All these elements combine to form a single indicator, used in the second control system. This second system, which requires the direct involvement of the purchasing department, analyses not only the technical and qualitative aspects of the service offered, but also the commercial side. The resulting score, known as the "vendor rating", is what we use to decide whether the supplier is really giving the company what it wants, and whether they can continue working with us and be added to our list of approved providers.

With hindsight, would you choose the outsourcing path again?

This kind of decision is based on a whole host of strategic factors which vary depending on the specific situation or period.

Personally, I firmly believe that every activity should be done by a specialist in that specific field. As I said, the fact that we managed facilities internally for many years has given us a high level of managerial expertise, but

FM was not part of our company's core business. That is why we turned to the people whose day-to-day business revolves around Facilities Management.

For us, it was the best way to obtain greater efficiency. Anyway, in our case the core elements of Facility Management - governance and control - have remained within the company. The same applies to those operations that weren't cost effective and for which outsourcing made strategic sense.

Something I have also noticed is that when everything is done internally, there isn't much time to think about new solutions. We just used to apply a traditional approach that was basically focused on operations. After we decided to outsource, the people left in the Facilities Department were finally able to use all their resources to create more efficient, innovative strategies, and saw their roles take on a managerial dimension.

At the moment there's a lot of talk about whether Facility Management and Property Management should be integrated. Is this a combination that exists at Telecom Italia?

No. Every property administration activity (stipulation of rental agreements, contact with landlords etc.) is carried out by dedicated departments and is not part of the Facility Management structure.

As I said, these decisions vary over time, from department to department. They have to take into account a whole range of different factors. In my personal view, at a global level Facilities and Property will continue to converge, within the "parent" area of Real Estate. I think this will create a lot of benefits, mainly for the property sector.

Facilities Management is a new discipline, which is why there is a constant, powerful drive towards innovation. It can therefore have a very positive effect on a sector such as property, which is still tied to a very traditional approach.

In your opinion, what steps does the FM market need to take, in order to reach a new level of maturity?

Several. On the offer side, companies still have a lot to do in terms of valuing innovation, which as I mentioned is at the root of this discipline.

I have the distinct impression that many people are still too fond of the traditional approach and are not generating new ideas in terms of service delivery and contractual procedures.

Meanwhile, faced with the constant need to keep costs down and not being able to intervene solely on unit prices, on the demand side there is a need to find innovative solutions in terms of service delivery and the organization of facilities. Demand and supply need to learn to communicate, in order to bring new, advanced solutions to the market.

FM 6-Pack Complete in 2010

New Wine in New Bottles

by Fred Kloet

After seven years the waiting is finally over. Facility management will have a new market, the European market. At present there are four new EN standards that have gone through the public enquiry stage in 29 European countries. The seventh standard, for the benchmarking of FM, will be the 'icing on the cake'. By July 2010 the moment will have arrived. That will be when European FM votes in its standards and creates the opportunity to take the global lead. The EN15221 defines FM in a much broader and more professional context than we are used to. Our market is growing in both depth and width. We are even defining how to measure space in buildings. It's going to be a great year!



Fred Kloet, director of Villa FM and vice-chair of EuroFM, is a CEN/TC Space Measurement expert.

On 15 October 2009, standards prEN15221-3 to 6, were formally accepted by the European Committee for Standardization. At the final workgroup meetings in Vienna in March 2010 the feedback on the enquiry was handled with and the final versions of the standards were drafted for the official voting. This means that four European standards for facility management are delivered:

- prEN15221-3: Guidance how to achieve/ensure quality in FM,
- prEN15221-4: Taxonomy of FM - Classification and structures,
- prEN15221-5: Guidance on the development and improvement of processes,
- prEN15221-6: Area and Space Measurement.

The formal versions can be purchased from the Secretary of the CEN/TC 348 'Facility Management', Mrs. Wiene Wijnstra of NEN (wiene.wijnstra@nen.nl). Together with the two existing standards EN15221-1+2 a foundation has been laid for FM at a European level. If these four standards are voted in in July 2010, the 'FM 6-pack' will be complete and implementation will start by November 2010. Final decision making on the planning of the voting process will be

made in May by the European Commission for Standardisation.

The standards have been developed with the interests of clients in mind. In addition, the Plan-Do-Check-Act principles and ISO 9000-9004 have been incorporated. With the third standard, an attempt has also been made to establish a connection with ISO 10007:2003 (Guidelines for configuration management). In the sixth standard, specific attention has been given to its application by the real estate market.

prEN15221-3 defines terms such as 'FM indicator', 'FM KPI' and 'FM Top Indicator'. An explanation is then given of how supply, demand and the difference between them can be defined, measured and managed by PDCA.

prEN15221-4 classifies all FM services in two groups 'Space & Infrastructure' and 'People & Organization'. It thereby establishes a connection with ISO 9241 (Ergonomic requirements for office work), ISO 15392 (Sustainability in building construction) and ISO 15686-5 (Building and constructed assets - Service life planning). This standard defines, among other things, the terms 'facility product', 'real estate', 'tenant', 'life cycle costing', but also 'cleaning', 'business support', 'hospitality', 'Health, Safety, Security and Environment (HSSE)' and 'ICT'. This standard contains the famous 'Facility product map' and indicates how costs can be allocated. This forms the basis for the standard for FM benchmarking, EN15221-7 which is still in development.

prEN15221-5 is linked to ISO 5807:1985 (Specification for data processing flow chart symbols, rules and conventions). This standard defines, among other things, 'primary processes' and the principles of facilities management processes. The relevance and content at the various levels of management are also described for each process. Examples of the processes include 'Provider management', 'Strategic space planning' and 'Contract management'.

prEN15221-6 is linked to ISO 6707-1 (Building and civil engineering - Vocabulary). This standard defines terms such as 'distance', 'area', 'room', 'floor' and 'wall'. It then explains, using figures and text, how floor space should be calculated. The rentable floor area is also included in this standard.

Major interests at stake

Various initiatives have already been taken to incorporate EN15221 in strategies and policies. Requests for information about the EN15221 project have been received from as far away as Dubai and Japan. They want to base their own national standards on our European standards.

Many benchmarking-oriented organizations, such as NFC Index, Cap Gemini, POM+ (Switzerland), IPD (UK), OSCRE and BOMA (USA), GEFMA (Germany), etc., are also already working to develop products and services based on EN15221. It is anticipated that there will be great competition between organizations that will be benchmarking the costs and quality of facility management in Europe. In the Netherlands there have been extensive discussions with the Advice & Architects Directorate of the Government Buildings Agency about possible connections between EN15221-6 and their portfolio management and CAD-system. The Belgian Government Buildings Department has already carried out a test with the proposed European standard for area and space measurement (prEN15221-6). In an actual call for tenders for the leasing of a building, they asked for bids based on the new standard. What they have learned from this has been included in the Belgian comments during the current round of comments. In addition, at the request of the Dutch NEN2580 committee, a small sample survey was carried out in the last quarter of 2009 into the effects of the new standard on a number of large Dutch real estate projects. The fact is that quite a lot of attention and money have already flowed into the European facility management market as a result of the EN15221 project, especially in the areas of policy development, education, training, research and product development. The project is having an inspirational effect and has come at just the right time. The ultimate example of this is the establishment of the Danish Centre for Facilities Management. The Danish FM market is worth €8 billion, according to the Centre itself, and employs some 54,000 people.

The total European market was recently estimated at €40 billion by Sven Teichmann MBE, Real Estate Asset Manager at the International Real Estate Business School in Germany (see *europeanFM Insight* edition 11). It should be noted, however, that Teichmann estimates the Dutch market to be worth €26 billion, while Dutch Twynstra Gudde recently came up with a figure of €40 billion. He estimated the UK market at €204 billion, the German

market at €74 billion, the Italian market at €49 billion and the Spanish market at €37 billion. The Netherlands and the United Kingdom are the only two countries to be described by Teichmann as 'pioneer markets'. Broadly speaking, Teichmann's total may well be correct. The EN15221 standards will help making a more detailed calculation. EuroFM has already started the 'Market Data' project that will deliver an overview by February 2011.

Any American organizations that want to do business in Europe are also on the edge of their seats. What are these Europeans up to anyway? IFMA, CoreNet and BOMA are asking for early official copies of the ENs. They want to be prepared for the arrival of a 'single European FM market'. That may sound promising, but for some service providers and real estate consultancies it also represents a commercial threat, especially for members who have a European practice and used to work with European corporate clients on the bases of the BOMA-standards, IPD Space Code or RICS codes. It suddenly becomes easy for clients themselves and national service providers and consultancies to go European - something that used to be the sole prerogative of 'corporate America'. Companies such as CB Richard Ellis, JonesLangLaSalle, DTZ and other global corporate real estate service providers will have to adapt their existing cost data on space and FM costs to the new standards in Europe. The result is that a huge amount is currently being invested in strengthening and marketing their own standards and developing new benchmarking initiatives. Nonetheless, genuinely transparent intercontinental cooperation will only come about once a decision has been made to develop an ISO standard for FM. And that development could perhaps start sooner than you might expect.

Nowhere to hide

However, the introduction of the new standards will not be pleasant for everyone. Transparency in the market also means that some people will have to admit that the results of their market research appear to be incorrect. We have known for some time that serious problems exist with the cross-border comparison of floor space. An identical building is, administratively, up to 30% larger or smaller in one country than in another. Leasing such a building therefore means you are paying 30% too much or too little rent compared with the same building in another country. And what if you also want to compare the operating costs per square meter? Will you be re-locating your office to a low-cost country? Fortunately, the introduction of the new EN will put an end to these haphazard practices. However, that will require investors, estate agents and developers to make certain adjustments. At the

continues on page 10

New Wine in New Bottles

continued from page 9

very least, tenants and clients are going to demand transparency and investors will realize that a more accurate calculation of yields is possible. The adjustments will be in both directions, up and down. EuroFM has already presented its standards to the European Federation of Construction Companies, the European Union of Project Developers, European Parliament members and European Commission executives. The majority has reacted positively because of the transparency and potential increase in competitiveness for European service providers and clients.

The introduction of a uniform classification of FM costs in all 29 countries also means that it will be possible to compare the price and quality of facility management in the various countries. And then it will be apparent whether the price and quality of facility management in the United Kingdom is favourable to the business climate. Or perhaps Germany or Portugal are more attractive? Foreign companies will have more clarity on the costs and performance of business services such as cleaning, catering, health&safety, workplace and information technology. This may not always be pleasant for companies in those sectors, but it does reinforce the need for professionalism. The introduction of EN15221 will make it much easier for companies such as ISS, Compass, Aramark or Sodexo to obtain management information. This will enable them to manage their operations

in a more results-oriented manner.

Major chance for EuroFM

The European Commission is making every effort to liberalize the business services market. Progress, however, is slow. A big effort has been made to standardize services. Facility management has taken the initiative with EN15221. EuroFM, the European Facility Management Network, will naturally go to Brussels, with EN15221 under its arm, to ask European politicians and the Commission for their help in developing our market. Over the next few years the challenge will be to achieve what were considered to be the goals of the standardization project when started back in 2002:

- improving the competitiveness of European companies in the global market,
- improving the effectiveness of the primary process and facility management processes,
- improving transparency in terms of procurement and contracting,
- improving the delivered quality of FM,
- supporting relevant certification,
- providing means of communication to stakeholders,
- developing new tools and systems.

The implementation of the 'FM 6-pack' demonstrates that we can overcome differences in culture, markets, legislation and language. Our market has shown itself to be strongly united - something which will certainly be appreciated in Brussels.

EuroFM organizes roundtable meetings with:



The FM 6-pack shows that we can overcome differences

- the largest European service providers
- the most influential European corporate clients,
- the European associations most affected by EN15221
- the network of government buildings agencies in Europe. The aim of these meetings is:
- to commit the organizations in question to the implementation of EN15221,
- to make joint proposals for investment to the European Commission.

25 years of FM in Europe

Last year EFMC was held in Amsterdam. This year the honour to celebrate 25 years of FM in Europe will go to Madrid (May 31, 1-2 June 2010). The Spanish certainly know how to party, especially when it's nice and warm outside. If, in addition to the 25th anniversary of FM in Europe, we can also celebrate the implementation of the 'FM 6-pack' in Madrid, we can be sure that facility management will continue to grow and develop.

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Technology Happens if You Don't Plan for IT

by Chip Chapman

Close your eyes for a moment and try to envision a world without technology. Can you see it? No computers, no telephones and no Internet. Think of how your organization would change without technology. Could you offer the same level of service? Would you be able to get the information you need? Could you conduct your business?

When it's well-planned, technology can make our lives easier and our businesses more productive. Technology can help us organize, communicate, plan and explore. It is the lifeblood of your organization.

Given its importance, technology should rank high on any executive's priority list. But the truth is that technology planning is a scarce commodity. Most organizations address technology only when problems arise, such as when:

- A server crashes and no one can access vital data;
- Those in charge of the office move wonder who will have the network and computers "up and running" in the new facility; and
- New equipment doesn't just plug in and work like expected.

Today's technology systems are complex and integrating them requires careful planning. That plan must start with the technology infrastructure—that is, the cabling, the cabling pathways, the power capacity, heating, ventilating and air-conditioning requirements (HVAC), and data/server rooms.

Did technology "happen" at your facility?

Too often, technology happens. We order the latest and greatest software or hardware only to realize the existing network won't support them. We add new cabling without figuring out what was at the end of the old stuff. We decide to upgrade the system and realize the tiny closet at the end of the hall isn't big enough to hold those equipment racks but we cram them in there anyway. Soon, you have a data room that looks ready to serve spaghetti, not meet the demands of a modern workplace.

Failing to plan technology always

costs a premium. Is it cheaper to plan to buy the right equipment for the infrastructure at that new office or to retrofit the space to make the new stuff work? Do you get a better result if you squeeze the server room into a broom closet or build adequate space from the start?

The message is clear: plan technology before technology happens or you'll be left to untangle the mess. Many times building owners and architects think they can deal with technology later. That's an expensive mistake.

Plan your technology S.P.A.C.E.

When business owners talk about technology, they often think only about computers, phones, copiers or the Internet—or perhaps about specific applications that allow them to operate their businesses. Like you, they often have a specific problem that needs immediate resolution, and rather than lose more time (and money) thinking about how this decision may impact their other systems, often they buy a quick fix just to get by.

However, in today's world there are many more systems that you should consider and integrating them can be extremely complicated. These systems ensure the safety and comfort of your customers, the productivity of your employees and the operational efficiency of your facilities. They should and must work together seamlessly to optimize building, security, communication and information technology (IT) systems.

Ask yourself: Is it time to integrate our technology S.P.A.C.E. systems?

- Security and access control
- Phone and paging systems
- Audio video systems
- Computer networks

- Electronic building control systems

If you agree that it may make sense to properly integrate all or some of these systems, then you must start with a solid foundation or infrastructure that will support your facility's technology needs today and allow for future growth and applications.

A well thought-out technology plan can show you how to leverage your existing technology investments and create a true return on investment. It will also help you understand the total cost of ownership of all your future technology investments.

Plan IT and save money

Ignore technology S.P.A.C.E. during the design or remodeling or updating of your office or facility and you'll pay a premium when those plans need to be revised to accommodate your IT infrastructure. The costs increase if changes are made after construction or installation has started.

Technology infrastructure is usually the least-expensive part of an overall project, running about 7 to 12 percent of the total system cost. But it can become the most expensive part if it's not well-planned. Without enough physical space, for example, equipment can overheat or overload circuits, creating a fire hazard. More problems are in store if the wrong cable is used, if it's installed incorrectly or if a low-quality product is used.

If you're building or renovating office space, you've probably hired professional contractors including an architect, general contractor, project manager and electrician. Maybe you're managing on your own. Either way, you'll soon find technology on your to-do list.

If you follow the advice of most contractors, you won't finalize decisions about technology until the end of your project when it's time to install FF&E (furniture, fixtures and equipment). Even then, the contractors may ask that the technology part of FFE is up to you, the owner or lessee.

Sound reasonable? Not really. Waiting to address technology as part of FF&E makes about as much sense as constructing a new building from the roof down.

If you want technology to work for your business—and you don't want to pay a premium for it—you must plan for a solid technology infrastructure from the very beginning of your project.

Unfortunately, business owners wait to hire professional technology consultants until it's time for FF&E. By then, it becomes very expensive to fix problems that could have been prevented including:

- Improper cooling for IT equipment;
- IT infrastructure that doesn't support your technology needs;
- Code violations due to improperly installed cabling; and
- Outlets in the wrong locations or configured improperly.

While some parts of technology could be considered part of FF&E (i.e., computers, phones and video screens), these modern tools only work if the proper infrastructure is in place.

If this sounds complicated, that's because IT can be. Sometimes, corporate IT staff can manage this planning. However, more often a qualified technology consultant brings a broader perspective and range of hands-on experience to the table.

Most business owners will admit they don't know what they don't know about technology but they do know the value of a reliable, fast and sustainable system. Those who have hired a technology consultant as part of their building or remodeling team will also admit that early technology planning is critical because it reduces stress and costs for everyone.

Imagine your world with a high-performing technology plan in place. Proper S.P.A.C.E. planning creates a safe and orderly environment. Computers and phones are in sync and information is shared instantaneously with employees and customers alike. Your organization is capitalizing on its investment in technology and that's just how you planned IT to be.

Chip Chapman is president and co-owner of Integrated Building Systems, a technology design-build contractor in Columbus, Ohio. Chapman has more than 26 years of experience as an entrepreneur, business owner, speaker, and author on the subject of technology S.P.A.C.E. planning. He's helped businesses large and small to plan and integrate technology while building, updating or relocating their offices. Learn more about technology planning at www.IBSwebsite.com



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 Internet: www.ibc-informa.com

*Do you have further questions?
Please contact*

Stephanie Rodowski (Project Manager)
 Phone: +49/2 11/96 86-37 56
 stephanie.rodowski@informa.com

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Chairman's View

by Wayne Tantrum



Dear Members,
You will have seen from my comment in our last EFMI issue that our EuroFM board have produced an ambitious work plan to deliver our mid-term strategy and we are determined to make a difference in how we manage our association with the benefit of you at the forefront of our mind.

Therefore you should not be surprised when I mention that we held our first "Round Table" in a move to engage Europe's leading multi-national FM service providers more in the aims and activities of EuroFM. Senior management representatives from Sodexo, Coors, Johnson Controls, JLL, SMI, Hays FM, Compass, Hochtief, GSK, ISS and Facilities Services Group all attended the event at the Bank of America in Canary Wharf in the UK.

The discussion was both frank and stimulating and it will definitely help EuroFM understand how we can help manage some of the issues that we are all facing across Europe:

- Understanding the European FM standards
- Growing the size of the market
- Equality and diversity
- Managing labour laws
- Cost of doing business across borders
- Lobbying of EU policy.

The attendees welcomed the opportunity for FM service providers to have Europe-wide influence at the EU particularly to highlight the variable application of EU labour laws in different countries. They put consistency and simplification of the application of EU regulations in different European countries as a high priority aim for EuroFM. I was personally delighted by the

contribution of all who attended and I am sure that EuroFM can help deliver the aspirations set out on this productive day.

EFMC 2010

We are now fast approaching our conference in Madrid and you may feel that another "conference" is something that you can not justify in the current climate? However the European Facilities Management Conference is an opportunity for a quick return on your investment for those who are insightful enough to attend.

The theme this year "Integration of Core Business and Facility Management" will facilitate "thought leadership thinking" in facilities management across Europe and focus's on core issues such as adding value to your core business, innovation in FM, sustainability, and sharing best practice which in turn drives productivity, efficiency and cost savings. Despite different world views and national cultures, facility managers are all challenged by similar issues - from demographic changes to energy management and conservation.

As detailed in the conference program, there is something of value for all facility professionals; and as in previous years, we anticipate a global representation of the industry in attendance.

On top of this we have sessions that enable you to meet future potential employees such as the "Student poster competition" where you can see the "best of the best" new talent. Finally we are presenting at the gala dinner the winners in our European awards for Partnership across borders, Researcher of the year and Student of the year. So we would encourage you to attend and we are confident that you will not be disappointed.

Hope to see you there and warm regards to all our members

Regards, Wayne

Chairman EuroFM

E-mail: wayne.tantrum@btconnect.com

Mobile: 0044 (0) 785097989



(l-r back row) Jens Rasmussen, Coor; Steve Quick, Johnson Controls; Gordon McMillan, GSK; Daniel Frutig, Compass Group; Bala Raveendran, SMI Services; Tim Tourville, JLL, Hans Gennissen, Facilicom; Steve Gladwin, Hochtief FM; Peter Ankerstjerne, ISS; (front row l-r) Fred Kloet, Villa FM; Sylvia Metayer, Sodexo; Wayne Tantrum, New World Sustainable Solutions; Coleen Cloherty, Hays FM.

Education Network Group Report

by Klaus Homann, Chair



EuroFM Student Awards 2010

For the European Student of the Year Award, three finalists have been invited to Madrid. Kriz Scheeres, from NHTV Breda (Netherlands), Anniina Tynkkynen from Aalto University School of Science and Technology Helsinki (Finland) and Carola Mol from INHolland University of Applied Sciences (Netherlands) will compete for this prestigious award.

For the Student Poster Competition 13 study projects have been accepted. The teams represent 8 universities from the Netherlands, Austria and Finland, and students come from Austria, Finland, Latvia,

Netherlands, Russia and Slovakia. In this respect we are looking forward to a true European contest.

International Flying Modules

Aad Otto from The Hague University of Applied Sciences, chairs the challenging ENG project of developing international modules in Facility Management, that can be shared by the participating universities in EuroFM. The modules will cover topics, which will add value to existing course programs in Europe, e.g. supply chain management.

Contributing universities at the beginning are INHolland University of Applied Sciences, Amsterdam/ Diemen, Hanze University Groningen, University of Applied Sciences, The Hague University of Applied Sciences, The Hague and Laurea University of Applied Sciences, Espoo. First results will be presented at the meeting in Lisbon in September.

All universities are warmly invited to contribute and participate. If you are interested, please contact Aad Otto of The Hague University: A.J.M.Otto@hhs.nl

Research Network Group Report

By Dr Margaret Nelson, Chair
9th Annual Research Symposium

The 9th annual EuroFM Research Symposium will be taking place in Madrid between the 1st and 2nd of June 2010. We will be having a selection of papers on the following themes: FM Innovation and Strategy, Performance Management, FM Sustainability, and Workplace Management. This year we are also introducing the Research Masterclass. All attendees are invited to attend this session which will explore research methods from other sectors and their application in FM.

Please visit www.efmc2010.com for further details of programme and registration.

EuroFM FM Researcher of the Year Award 2010

Three finalists have emerged for the FM Researcher of the Year Award 2010. They are Tina Bailey (UK), Elina Sillanpää (Finland) and Susanne Balslev Nielsen (PhD) (Denmark). Please join us at the EFMC Gala Dinner on the 1st of June to find out the FM Researcher of the Year 2010.

Research Network Group Meetings

The next RNG meeting will be in Lisbon, Portugal between 24th and 25th of September 2010. Agenda and registration will be available via www.eurofm.org

The theme for this meeting will be FM Past, Present and Futures. Researchers and National Associations who have undertaken recent research on FM Futures are invited to attend to present the results of their research.

We would also be holding a Research Roundtable in Lisbon. European Research Institutes, Client Organisations and Service Providers are invited to join us at this event.

Please contact Dr Margaret Nelson margaret.nelson@eurofm.org to register your

interest in participating in the workshop, and for further information.

Postgraduate Research Network

Postgraduate research students are invited to the next EuroFM meeting in Lisbon, Portugal. Please contact Prof Lukas Windlinger, Zurich University of Applied Sciences, Switzerland, wind@zhaw.ch if you are interested in presenting your research at the workshop in Portugal, or visit http://www.linkedin.com/groups?home=&gid=3042631&trk=anet Ug_fm to register your interest.

EuroFM Projects

FM Futures Project

- The report for this project is available on the EuroFM and IFMA websites for members download. Non-members of EuroFM or IFMA can contact the EuroFM secretariat eurofm@eurofm.org to purchase a copy of the report (cost 25 Euros).

EuroFM Value Added Project

- To find out more about this research or to participate, kindly contact Prof Per Anker Jensen, Centre for Facilities Management, DTU pank@man.dtu.dk There will be a meeting for participants on the 31st of May 2010 in Madrid.

EuroFM Workplace Management Project

- To find out more about this research or to participate, kindly contact Dr Suvi Nenonen, Facility Services Research Group (FSRG), Helsinki University of Technology, suvi.nenonen@tkk.fi

Research Opportunities

- This section will be used to introduce research opportunities. If you have a project and you are seeking collaborators, please send relevant information to Dr M Nelson, margaret.nelson@eurofm.org

10th Annual Research Symposium

The 10th Annual Research Symposium will be held in Vienna Austria in 2011. Call for Papers will be launched at EFMC2010 Madrid.

Practice Network Group Report

by David Martinez, Chair



Activities in the past weeks have been mainly focussed on the European Facility Management Conference 2010 to be held in Madrid on the 1st and 2nd of June.

Time has arrived, and all efforts from many people around the year, conclude in this unique event which we hope becomes a truly experience in Spain. I hope that Eyjafjallajökull Iceland's volcano allows us to celebrate it without much disruption. We will have the very best business contingency planning that the best FM in Europe can design, I hope... fingers crossed.

I have an issue to comment on: The growth of the FM discipline, like any other discipline, runs in parallel with a higher demand of information, not only from the practitioners themselves, but also from service providers, educational institutions or official bodies. They require knowing what is happening, what the trends are, what the best practices to learn from them are, which ones are the best products or where potential clients could be found. It is important to know who demand and what from the discipline, and what is best way to get it. Well, I have the answer as you can imagine: all


this could be found in EuroFM. The largest European network for practitioners, researchers and educational professionals. The funny thing is that many of us, members, organizations, sponsors, etc. do not know what can we get or how to access the information. Sometimes I find colleagues in other events, costing them a fortune to get access to very few professionals, where you could meet up with hundreds of them attending the EFMC.

All activities and projects, including the annual conference, have the objective to provide members with that level of information and networking, now it is just up to us to take advantage of it. Also would be interesting if we identify possible candidates in order to enlarge the network, if you do it with someone you know, this might benefit other member, if they do the same the benefit could come back to you. Projects like the FMP, where the possibility of gaining a European orientated FM certification or the Market Data where information at a benchmark level will be available represent what EuroFM can do for you.

To finalize this mini-report, it is worth to mention that the relationship of EuroFM with CEN, regarding the European Normalization project of Facility Management, has been taken one step forward, by assigning officially a representative which will act as liaison between the organizations.

I hope I see you all in Madrid, and there we will see the scope of the next conference EFMC11 in Wien.

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 Zone 1:
 + Chairman
richard.byatt@bifm.org.uk

Country  **Jelle van der Kluit**
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jvk@tg.nl



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Contact EuroFM Postal Address: Postbus 5135 • 1410 AC Naarden • The Netherlands
 web: www.eurofm.org • Email: eurofm@eurofm.org