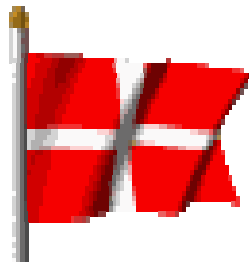


# NordicFM resultater



DFM årskonferenc 2008

Suvi Nenonen

# Suvi Nenonen



- Research Manager, Helsinki University of Technology
  - 3G – 3rd Generation of Business Parks
  - ProWork – Productivity of Knowledge Work and its requirements for physical, social and virtual workplace
  - USAB – Usability Rating of Shopping Centers
- Senior Lecturer, Turku University of Applied Sciences
- EuroFM network
- NordicFM network
- New Ways of Work network
- [www.cem.tkk.fi/fsr](http://www.cem.tkk.fi/fsr)

# Agenda

1 Nordic FM network in short

2 Nordic FM-projects

3 Future

# Agenda

1 Nordic FM network in short

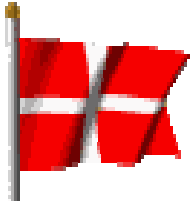
2 Nordic FM-projects

3 Future

# Nordic FM network - useful for the members

- Initiate Nordic FM projects/work groups on key professional issues and report results regularly to the members
- Develop and maintain good contacts with
  - Private and public sector national/Nordic organizations and institutions relevant to FM
  - Nordic research and educational institutions
  - International FM organisations and networks (EuroFM, IFMA, national European FM org)
- Be an active partner in national FM conferences and international FM conferences in the Nordic countries
- Establish a good communication platform and be active in Real Estate and Facilities Management public relations

# Nordic FM members



DFM – Dansk Facilities Management Netværk

Board: *Ole Emil Malmstrøm* - [oem@kuben.dk](mailto:oem@kuben.dk)



KIINKO  
TKK/HUT  
FIFMA

Board: *Suvi Nenonen*, TKK/HUT - [suvi.nenonen@tkk.fi](mailto:suvi.nenonen@tkk.fi)



FASTI

Board: *Óli Jón Hertervig* - [oli.jon.hertervig@reykjavik.is](mailto:oli.jon.hertervig@reykjavik.is)



NBEF - Norges Bygg- og eiendomsforening  
NFN - Norsk Nettverk for Næringseiendom

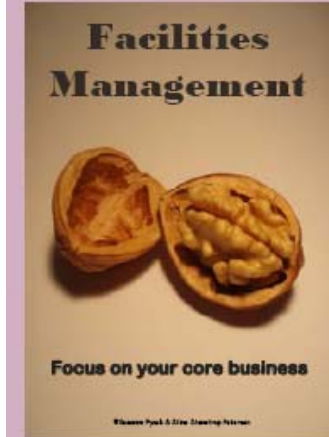
Board: *Tormod Bekken*, NBEF - [tormod.bekken@hist.no](mailto:tormod.bekken@hist.no)



AFF  
IFMA Sweden

Board: *Per Wickman*, AFF - [wickman.ojaby@swipnet.se](mailto:wickman.ojaby@swipnet.se)

# Nordic FM journey 2004 -



...og vindere er  
- posteren over for!  
- hvad det er, det er elegante  
- plakat bag runder,  
- kan du lese mere om  
- på bagsiden.

NordicFM network project NICE  
Three meetings in a year

Seminars  
SLA guide  
Overview of markets and FM-processes  
Education report

Nordic FM network  
Board  
Projects  
National seminars  
Increase of members

2004

2006

2008

# Agenda

1 Nordic FM network in short

**2 Nordic FM-projects**

3 Future



# Current objectives/work groups

- A. Promote a common understanding of FM, including the need for definitions and measuring tools for services  
(Iceland)
- B. Implement new standards for Facilities Management in the Nordic countries, including certification criteria  
(Sweden)
- C. Develop a Nordic platform for benchmarking  
(Norway)
- D. Highlight the added values for the core business provided by FM  
(Denmark)
- E. Formulate common requirements for FM education  
(Finland)
- F. Energy  
(Sweden)

# EXAMPLE of reporting the projects

## Results

**What is the outcome of the project  
At the moment and in the end of  
the year 2008**

## Customer

**What is the benefit for  
companies/people participating  
To Nordic FM?**

## Practical application

**What is the practical  
outcome**

## Resources

**What are the significant national projects  
or sources for financial or human  
resources?  
Is there any project money coming  
during 2008?**

## Development

**What are the learning points so  
far?**

**What ideas for future  
development has appeared?**

# Standardisation project

## Results

- Comparisons Aff-CEN/TC 348 show good possibilities for successful adaptation
- Draft Process Description Clients process from analysis of demand to quality definitions and production/procurement of services

## Customer

- Better understanding of the strategic/tactical management processes leading up to service production/procurement of services
- FM agreements based on quality expressed in measurable output terms (SLA)

## Practical application

- Sweden: Revised Aff Standard
- Other Nordic countries: A valuable contribution to further development of relevant National Standards

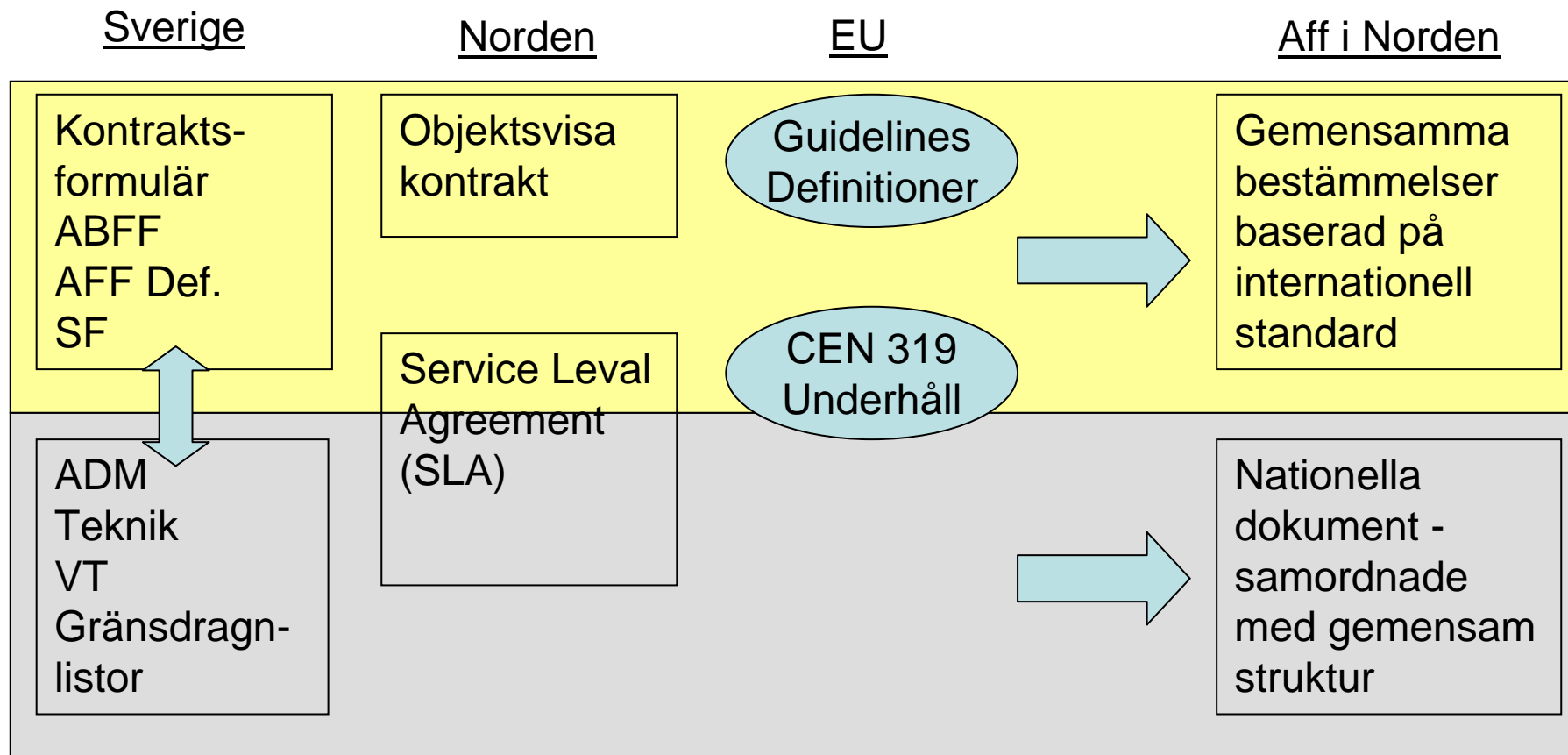
## Resources

- Sweden: Resources allocated by Aff Committee
- Other Nordic countries: Resources financed by national Nordic FM members

## Development

- Complete Management Process description
- Adapt CEN//TC 348 terminology and guidance to relevant Aff documents and inputs from other Nordic standards and propose a Nordic FM agreement structure

# Framtida möjlig dokumentstruktur



# Benchmarking project

## Results

- **Now**: Pilot benchmarking template and guidelines,
- **End 2008**: Web based Benchmarking Template, guidelines and established network

## Customer

- **Benchmarking Platform** for input and comparing
- **KPIs and forming learning networks** in and across the Nordic countries

**Practical application**  
**Reference cost levels for each country in both hard and soft services**

## Resources

- **National benchmarking networks, consultants and owners take part with self financing.**
- **There is no external financing.**
- **Each country / participant finances own participation**

## Development

- **Awareness of different practices in each country and need for harmonisation**

# Education project

## Results

- Nordic FM master´s application
- Nordic Poster galleri in Helsinki with student-for-student program
- Nordic FM courses –tray and Ideabank for educators

## Customer

- Companies will get facility managers who have comparable education in Nordic level

**Practical application  
Nordic Mobilty for  
students and educators**

## Resources

- International funding in educational organisations
- Nordic Ministerrådet and NordPlus projects
- Local Alumni projects

## Development

- Nordic FM school for life long learning and continuing education

# Added value project

## Results

- How to add values
- Case booklets
- Value Map (Tool to analyze)
- Understanding of importance of added values in business life

## Customer

- Private and public business life
- FM industry. In- and external.
- Nordic case companies are recognized and get publicity.

## Practical application

Nordic database

## Resources

- National resources
- From practice – demand and supply
- Research DTU, Denmark
- Master student making her master thesis in Helsinki University of Technology

## Development

- Quality of FM supply and services.
- Focus on customer demands.
- Core business' understanding of added values provided by FM.

# Members of the NordicFM – WG-DK



- DTU
- Hetland VVS & EI
- IBM (former), Nordic
- LEGO Group A/S
- H. Lundbeck A/S
- **Kuben A/S – DFM**



- Teknologisk Institut
- HUT, Helsinki



- Reykjavikurborg - FASTI



- ISS – NBEF



- StatoilHydro – NfN
- COOR Service Management
- Fastighetentreprenörena – AffPer Wickman

Per Anker Jensen

Nicolai Viking Andersen

Jørgen K. Jakobsen

Leif Møllebjerg

Lars E. Mitens

**Ole Emil Malmstrøm (chair)**

Poul Henrik Due

Anna-Liisa Lindholm

Óli-Jon Hertervig

Bjørn Fredrik Kristiansen

Arne Gjilde

Göran Albertsson



*What is Facilities Management?*

*FM*

*What is Core Business?*

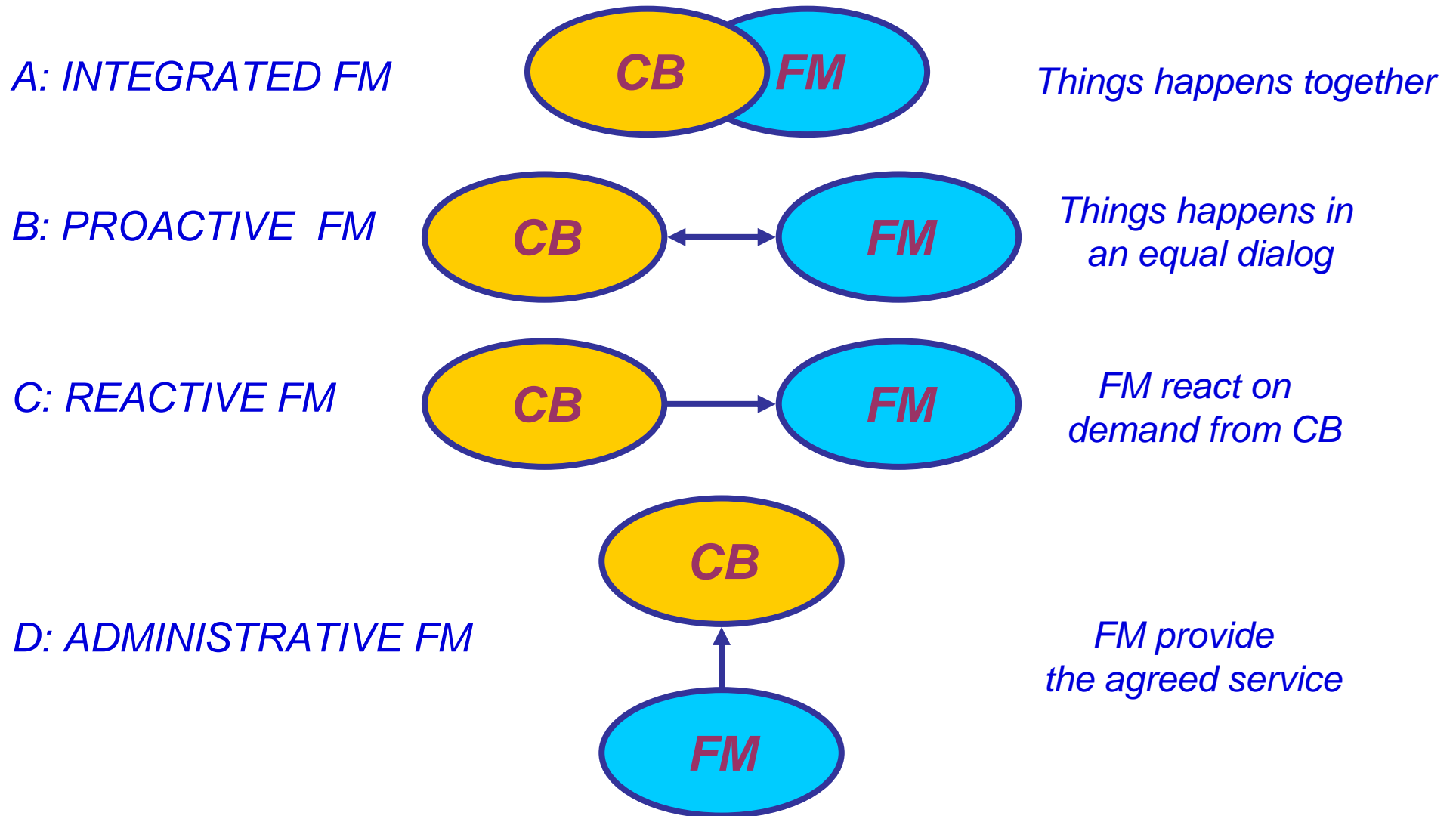
*CB*



***“Facilities Management” is  
the integration of processes within an organisation  
to maintain and develop the agreed services  
which support and improve the effectiveness of its primary activities.***

***“Core Business” is  
- what the board of directors (and the managing director)  
decides to be the object for the organisation.***

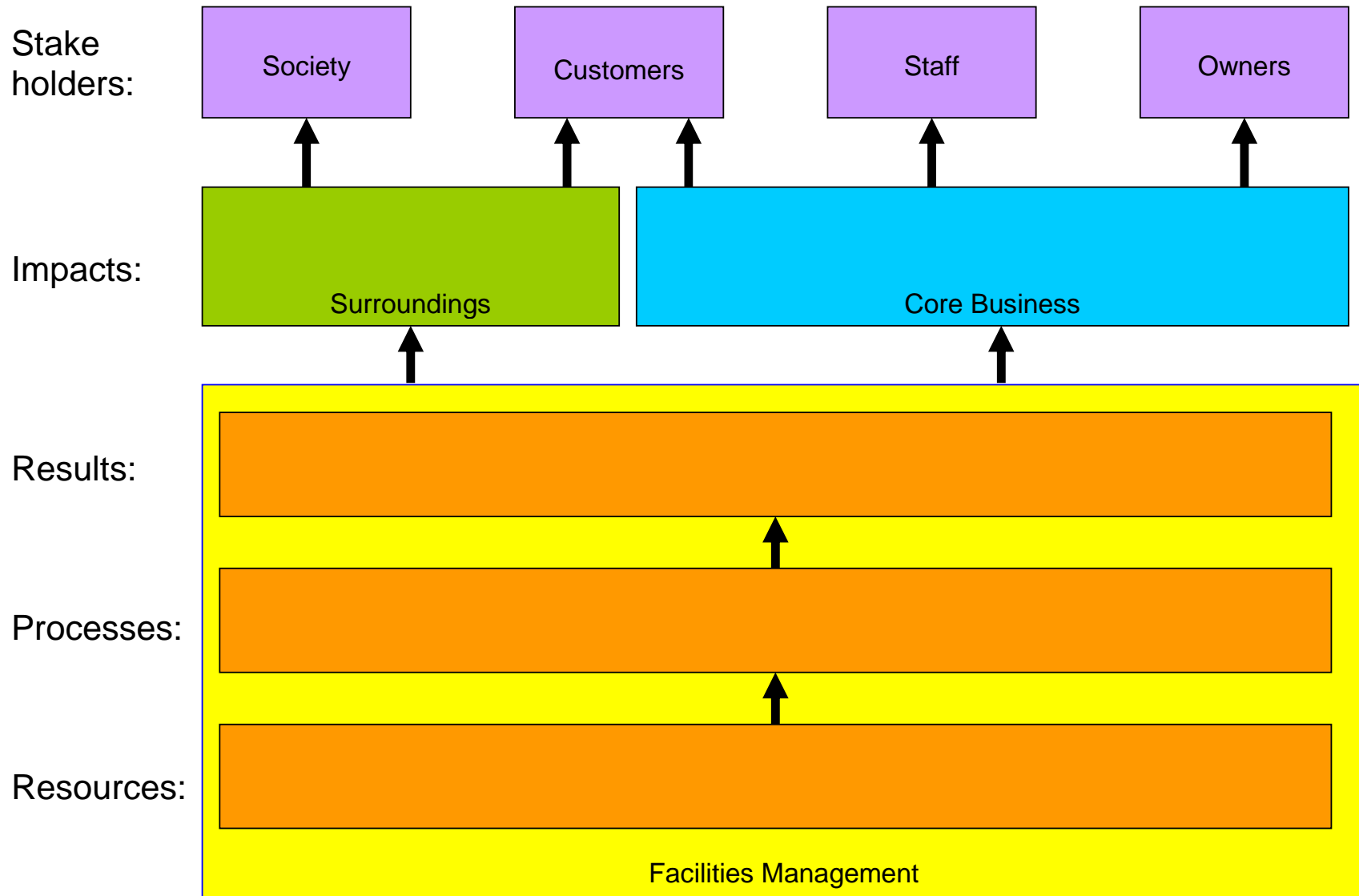
# Relationship between Core Business and Facilities Management



# The FM Value Map – What is it?

- A conceptual framework to understand and explain how FM creates value for core business and society
- Based on an analysis of best practice cases from the Nordic countries
- Inspired by Strategic Mapping in Balanced Score Card Methodology
- Part of a NordicFM workgroup on "Highlighting the added value for the core business provided by FM"

# FM Value Map – Generic version, level 1



# FM Value Map for Standard Spare Parts in Lundbeck, Denmark

## Characteristics:

An analysis of the need for spare parts for maintenance and components for technical projects lead to a decision to establish a storage facility for spare parts.

This also gave the foundation to work for a standardization of components by establishing positive lists.

All technical projects for refurbishment and new buildings have to comply with these lists of preferred components.

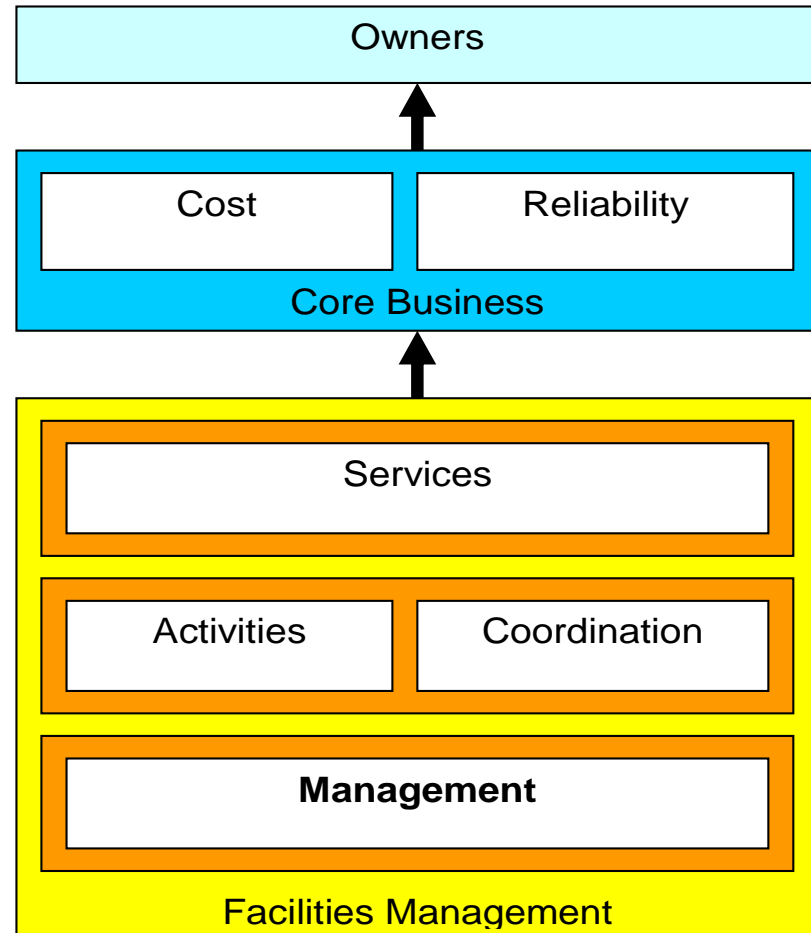
## Benefits:

Buying power was increased.

Components for maintenance jobs and refurbishment performed by external suppliers are now purchased by Lundbeck.

## Consequences:

Economical benefit and higher reliability and availability for core operation.



# FM Value Map for Internal Moving in Lundbeck, Denmark

## Characteristics:

Internal moving of people is an increasing need in Lundbeck.

In order to increase speed and efficiency for the organisation, FM in Lundbeck started a little development work.

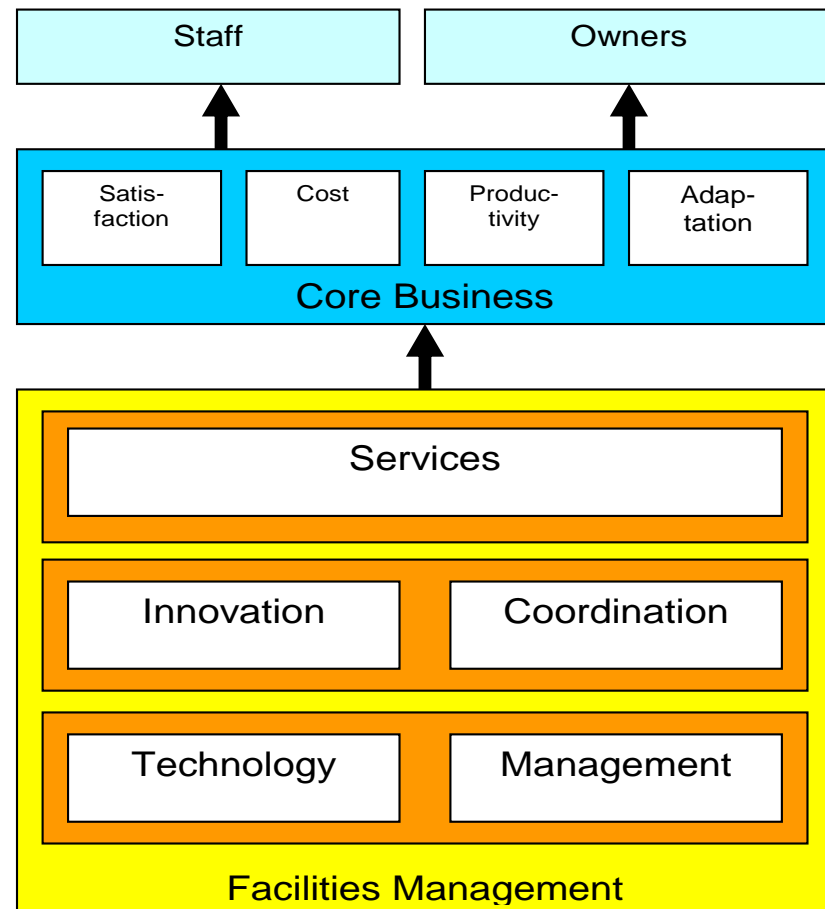
The workflow was analysed and developed during an event week (a kaizen week), where a number of involved persons/-departments participated.

## Benefits:

An update of the ordering system for moving on the Lundbeck intra-net gives one point of contact. Fewer persons are involved and a simpler workflow has been implemented.

## Consequences:

Fewer resources are spent, the requester gets the needed help and service is offered to the core business.



# FM Value Map for Workplace development, Senate Property, Finland

## Characteristics:

Senate Property (SP) has undertaken a pilot project together with the regional tax office in Lappeenranta.

The existing office was rebuilt with a new interior design, the process involved major organizational change, changes in the workforce, changes in the customer service model and changing work with electronic data management.

## Benefits:

The new layout improved safety by a separation in front and back office.

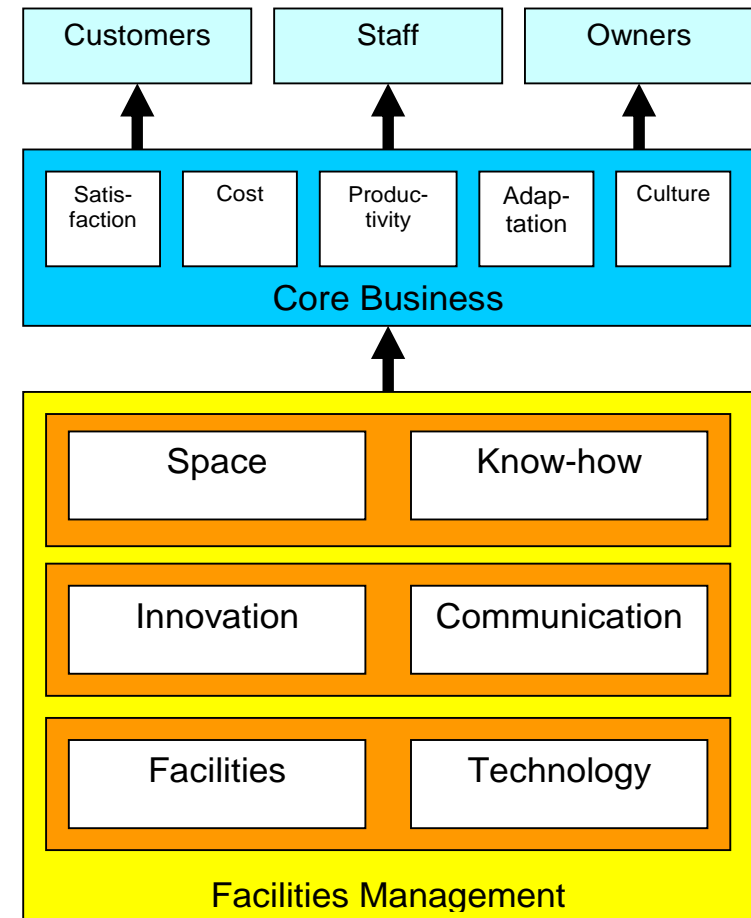
The back office is an open and flexible work environment with a diversity of settings, which allow for collaboration, knowledge sharing and mentoring.

## Consequences:

Space reduction of 20% resulting in an annual saving of €60.000 for the office with a staff of 70.

Staff satisfaction, productivity and the quality of customer service increased.

A new image as a progressive and modern organisation.



# FM Value Map for Space Strategies in Statoil, Norway

## Characteristics:

In 2001 Statoil formulated a strategy to reduce the average office space from 39 m<sup>2</sup> to 25 m<sup>2</sup> before 2010 by introducing open plan offices and desk sharing.

This strategy turned out to be unrealistic and based on a benchmarking process in 2005 Statoil have formulated a new space strategy.

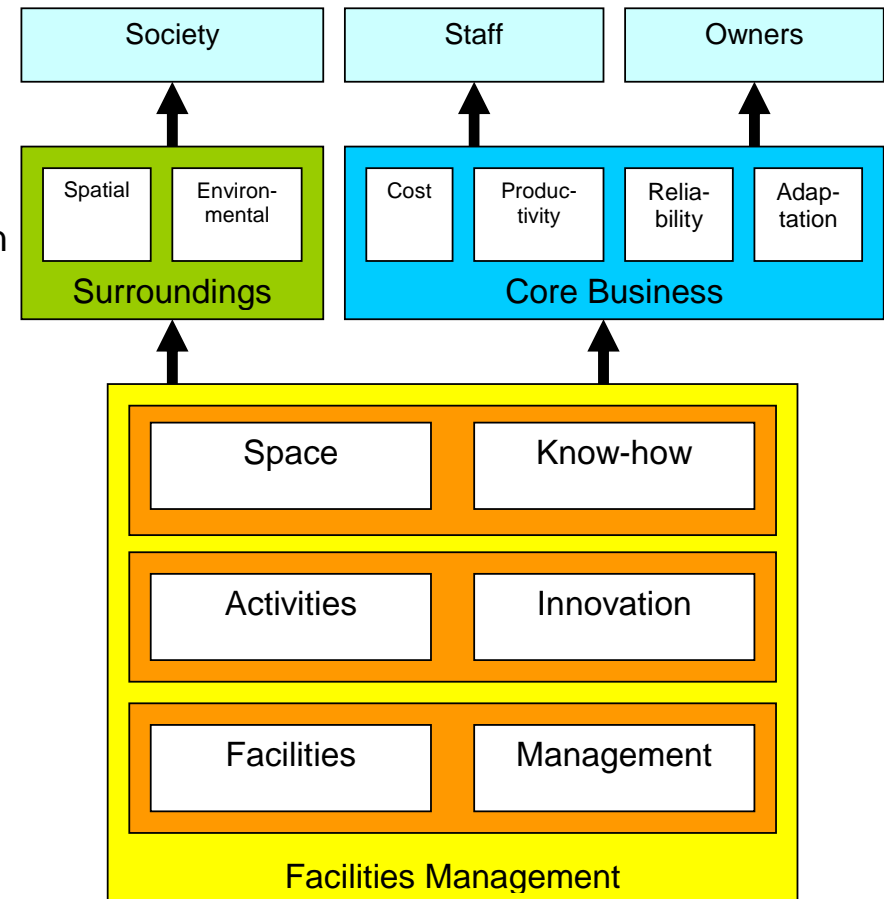
The strategy includes a goal to create 5% overcapacity of space to allow for more flexibility. Statoil have also started to formulate development plans for each of their buildings and locations.

## Benefits:

Statoil's FM function can make realistic long term plans for the development of the portfolio.

## Consequences:

Statoil's organisation is able to develop dynamically without space being a restriction and expensive and inadequate short term leases are avoided.





# FM Value Map for FM in Schools in Malmö, Sweden

## Characteristics:

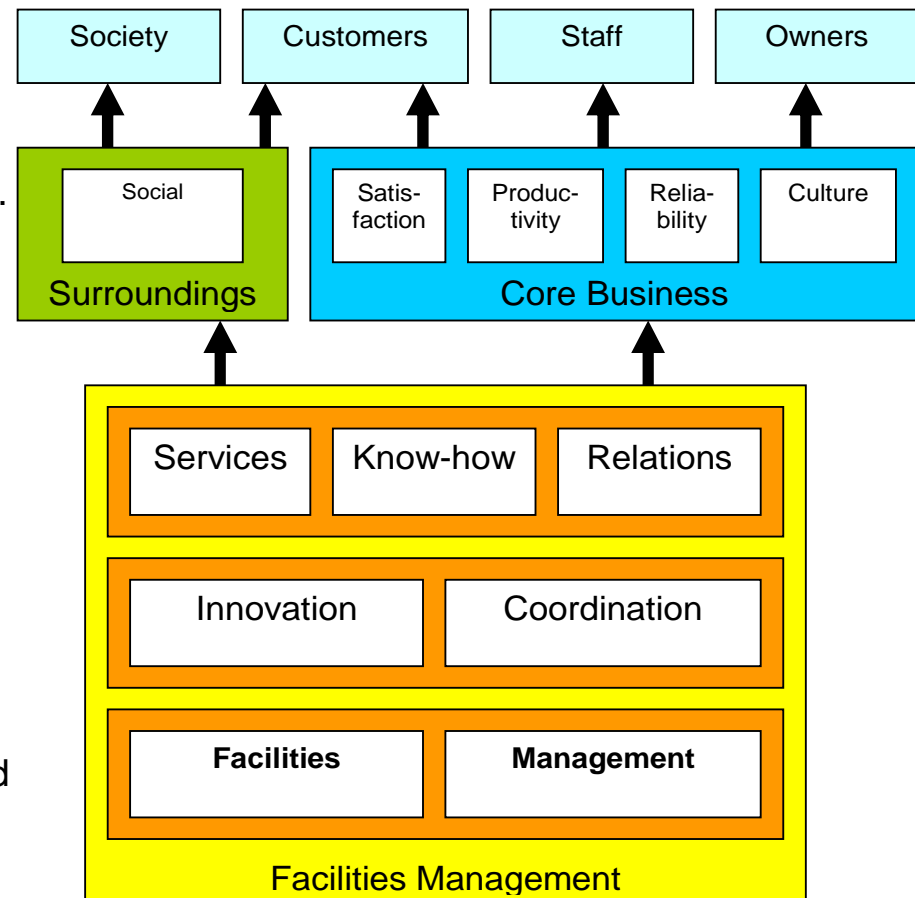
The municipality in Malmö introduced FM in their schools by separating the activities related to the core business of teaching and the activities related to create the best possible frames for this business. A service reception is the centre of the contact between the school and the service organisation. Based upon the experiences of a pilot project the system was implemented in all schools in Malmö

## Benefits:

The teachers got more time to prepare and teach. The status of the teachers was increased and recruiting new teachers became easier.

## Consequences:

Better physical environments, reduced sickness, better service for the same money and an improved maintenance of the buildings. The head master of the school have changed time used on pedagogics and FM from a 60/40 to 85/15.



# FM Value Map for Public-Private Partnership, Nýsir, Iceland

## Characteristics:

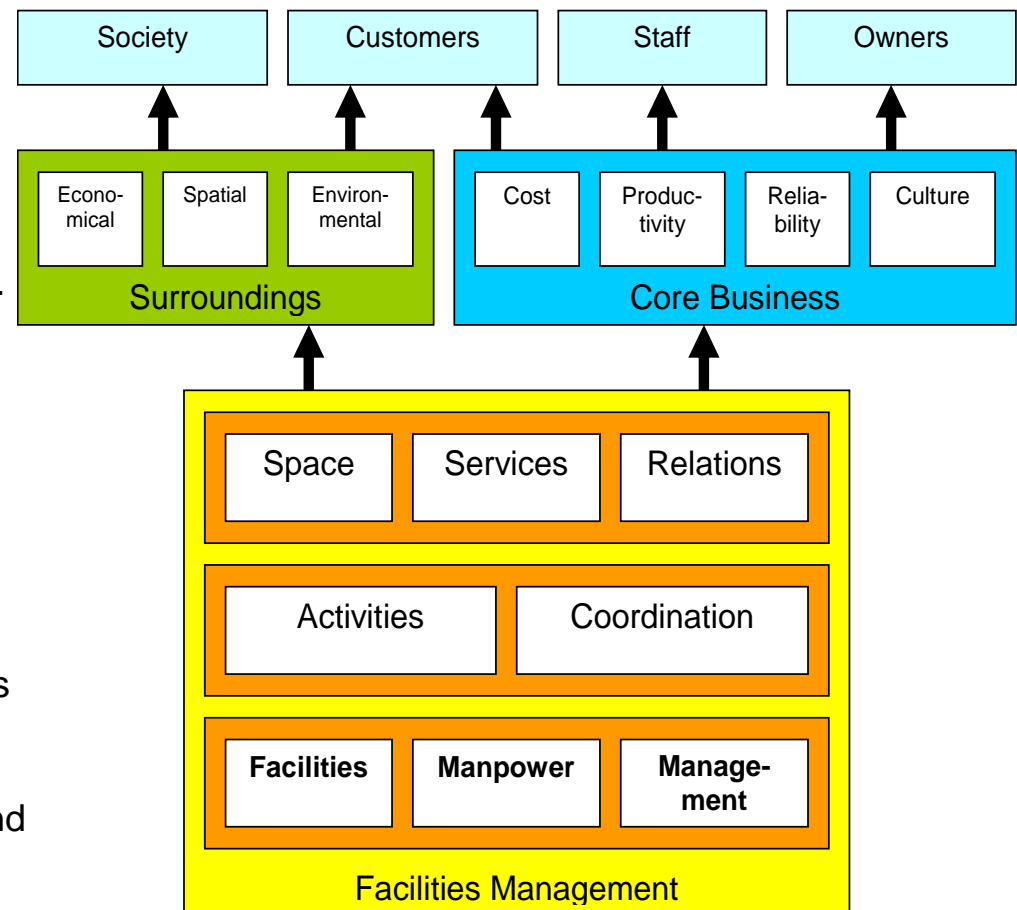
Nýsir is among a leading private company on the PPP-market in Iceland and the most recent project is the Icelandic International Concert and Conference Centre. Ownership to the building stays with the private part, when the contract period expires.

## Benefits:

The private company has strong incentives to consider the long term value of the building both in relation to design, durability, life cycle cost and the usage after the contract period.

## Consequences:

PPP transfers risk to the private part, provides competition between bidders on both construction and operation. The public part can focus on core activities and future users pay for future use in stead of current tax payers.



# Possible new projects

**F. “Innovation in Facility Management”**

**G. “Workplace Management (Activity Adapted Workplaces)”**

(Board Meeting in Copenhagen 18.06.07)

# Agenda

1 Nordic FM network in short

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**3 Future**

# Critical success factors

- Nordic FM's ability to focus on and communicate goals and activities which make members trust that they can expect useful results and value for money by participating ...
- Develop and maintain a broad Nordic FM engagement within the national member organizations  
*Challenge: Well spread and frequent information on proceedings and achieved goals – translated into own language*
- Dedicated and broad participation by all members in all Nordic FM activities...

# Next meetings

- FM-dagen in Stockholm 14.-15.4.2008



# Programme outlook

**NordicFM/EuroFM seminar and meetings Helsinki, 25.-  
27.9.2008**

## **Thu 25.9.2008**

- NordicFM meetings
- Get together:  
Both Nordic and EuroFM network members



## **Fri 26.9.2008**

- Seminar:  
FINLAND – THE SPACE FOR THE THOUSAND PLACES
- Reception:  
FIFMA 15th Anniversary



## **Sat 27.9.2008**

- EuroFM Network meetings
- EuroFM members meeting



# Spaces and Places for Learning, Innovation and Knowledge Transfer for Higher Education

- **Wed 21.- Fri 23. May 2008** Helsinki Finland
- OECD – TKK – Real Estate Training Center

ORGANISATION  
FOR ECONOMIC  
CO-OPERATION  
AND DEVELOPMENT



## Themes

- Higher Education Foresights
- Spaces and Places as Competitive Advantage
- Sustainability in Facilities Management
- From Experience to Peak Performance

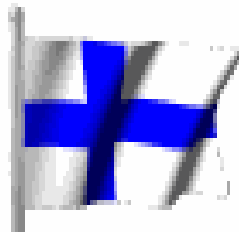


## To whom

- Representatives of universities – rectors, vice rectors, facility managers, professors and professionals of faculties related to interior environment and space design
- Representatives of public administration – professionals from Ministry of Education and local government
- Private sector – architects, developers, senior advisers for learning processes, workplace experts, interior designers







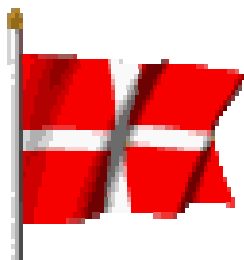
**WELCOME TO JOIN!**



**Nordic FM Secretariat**

*Olav Egil Sæbøe*

[post@nfn-fm.no](mailto:post@nfn-fm.no)



# Thank You!



# Questions?