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and Conference Centre
Glasgow
United Kingdom

1 – 3
JUNE
2015

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The unique concept of the European Facility Management Conference brings together FM experts from all over Europe and beyond, gathering each year in a different European country.

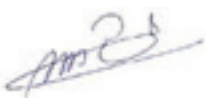
EuroFM, International Facility Management Association (IFMA) and British Institute for Facilities Management (BIFM) as a host look forward to welcome the FM professionals to the European Facility Management Conference 2015 in Glasgow, Scotland, UK.

The motto of the event in Glasgow **People. Performance. Partnership.** reflects what the FM world is about – talent management, service excellence, integration and cooperation.

EFMC 2015 features two parallel business conference tracks, as well as two research and education tracks. Attendees are invited to participate in accompanying events such as the 1st Annual EFMC golf tournament, welcome reception, local study tours, students competition, gala dinner, EuroFM awards and industry exhibition.

We look forward to welcoming you in hospitable Glasgow at the EFMC on 1-3 June 2015 to support learning and strengthening of international FM networks.

Kind regards,



Ron van der Weerd,
Chairman EuroFM



James P. Whittaker,
Office of Chair of the
Executive Board of IFMA
P.E., CFM, CEFM, FRICS



Gareth Tancred,
Chief Executive of
BIFM

Your Networking Platform

EFMC is a key event for the FM profession and academia, which is attended by decision makers, experts, senior management, board members and CEOs with a responsibility for:

- Facility Management
- Real Estate Management
- Asset Management
- Sustainability and Energy Management
- Technical Services and Infrastructure
- Life Cycle Management
- Workplace Development
- Catering and Business Services
- Architecture and Project Development
- Building and Construction

Programme Advisory Group of EFMC Business Conference

CHAIR:

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Adrian Anderson, IFMA Foundation

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Natalia Spartakova, Informa Exhibitions

For further information please contact:



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Hosted by

EuroFM – European Facility Management Network



This is a network of more than 100 organisations based in over 20 European countries, all focused on facility management. They represent professional (national) associations (22,000 members), education and research institutes (14,000 students) and corporate organisations (€ 110 billion turnover and 1,300,000 staff). EuroFM members are involved in an open exchange of information and experience through meetings, seminars and workshops, through collaboration in research projects and through development of joint education programmes. EuroFM's mission is the advancement of knowledge in facility management in Europe and its application in practice, education and research.

For more information visit www.eurofm.org

IFMA – International Facility Management Association



IFMA is the world's largest and most widely recognized international association for facility management professionals, supporting more than 23,500 members in 94 countries. The association's members, represented in 130 chapters and 17 councils worldwide, manage more than 37 billion square feet of property and annually purchase more than US\$100 billion in products and services. Formed in 1980, IFMA certifies professionals in facility management, conducts research, provides educational programs and produces World Workplace, the world's largest facility management conference and exposition. To join and follow IFMA's social media outlets online, visit the association's LinkedIn, Facebook, YouTube and Twitter pages.

For more information visit www.ifma.org

BIFM – British Institute of Facilities Management



BIFM is the professional body for facilities management. Founded in 1993, it promotes excellence in facilities management for the benefit of practitioners, the economy and society. Supporting and representing over 15,500 members around the world, both individual FM professionals and organisations, and thousands more through qualifications and training.

BIFM promotes and embeds professional standards in facilities management. Committed to advancing the facilities management profession BIFM provides a suite of membership, qualifications, training and networking services designed to support facilities management practitioners in performing to the best of their ability.

For more information visit www.bifm.org.uk telephone +44 (0)1279 712 620 or email info@bifm.org.uk • Twitter: @BIFM_UK

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informa exhibitions operates around 130 trade and consumer events in almost 40 cities across the globe. Our main office locations are in London, Sao Paulo, Dubai, Düsseldorf, Singapore, Melbourne and Beijing. Each year across the group we bring together approximately 1.1 million professionals from every corner of every continent, all looking to meet, network and engage in new business opportunities.

For more information visit www.informaexhibitions.com



Welcome Reception

Monday June 1, 2015, 7 p.m.

Glasgow City Chambers, George Square

Start your visit to EFMC 2015 in the exclusive settings of the historic headquarters of Glasgow City Council. Civic reception hosted by the City of Glasgow will be followed by a classic Scottish ceilidh with traditional and modern music, as well as dancing. A live auction will take place to raise funds for enabling talented students to acquire FM industry internships. Join us for a great night of Scottish merry-making!



Gala Dinner

Tuesday June 2, 2015, 7 p.m.

Hunter Halls, University of Glasgow

Magnificent Victorian halls with grand sweeping staircases and beautiful wood panelled rooms provide a unique and atmospheric venue for you to join us at the EFMC black-tie dinner held at one of Scotland's most famous landmarks. Tickets for gala dinner are not included into the conference fee and are available for purchase.

Conference venue

Scottish Exhibition and Conference Centre (SECC)

SECC is Scotland's premier national venue for public events and conferences located directly on the river Clyde.



Study Tours

Monday June 1, 2015: As part of the conference we offer study tours to:



New South Glasgow University Hospital.

Visit FM management hub for the campus and the underground tunnel.



The Burrell Collection.

View the unique building in a beautiful woodland setting and discuss the challenges of managing a museum and planning a four-year refurbishment.



BBC Scotland headquarters.

Get acquainted with one of the most modern, state of the art, digital broadcasting facilities in the world.

The study tours are included into the conference ticket at no additional costs.

Due to a limited number of places prior registration is required. In order to sign up, just send an e-mail to natalia.spartakova@informa.com

Networking Photo Wall



Makes it easier to see who is present at the EFMC and to find the exact contacts you want to meet.

EuroFM Student Posters Competition



TOPdesk
Facility Management Simplified

TOPdesk Bachelor Student Poster Competition rewards the most impressive research posters of undergraduates. Master students present their research within **Macro Master Poster Competition**.



EuroFM Research Meetings

EuroFM Research Workshop

Monday June 1 • 10 am - 3 pm

Venue: **Technology and Innovation Centre, University of Strathclyde**

European FM academic community gathers to discuss the research related to Added value of FM and Sustainability in FM.

EuroFM Research Network Group Meeting

Monday June 1 • 3:15 - 4 pm

Venue: **Technology and Innovation Centre, University of Strathclyde**

EuroFM Awards Ceremony



Academic and corporate achievements of outstanding individuals and successful companies are celebrated at the EFMC.

Supported by



Golf Tournament



1st EFMC Annual Golf Tournament, June 1, 2015

Scotland is the birthplace of golf! Don't miss your chance to take part in friendly competition for a good cause at The Carrick Golf Club. Network with industry peers while raising funds for a good cause.

The tournament is organised by BIFM. Contacts:
Bill Anderson, BIFM Scotland (bill.anderson@telerealtrillium.com; +44(0)785-076-7182), John Carrillo, IFMA Foundation US (jc1782@af.com; +1 (925)759-8528).

Associations' Meetings

IFMA's CFM Exam Prep Workshop

Monday June 1, 2015 • 8 am - 5 pm

This workshop is designed to assist facility professionals seeking certification with preparation for the competency-based examination. The instructors are Certified Facility Managers who have many years of facility management experience and can inspire participants' confidence in their ability to successfully complete the examination, earning the distinction and privilege of being a CFM.

European Union FM Coalition Meeting

Monday June 1, 2015 • 9 am - 12 noon

Formed in 2014 the EU FM coalition is comprised of Europe's Leading Facility Management Associations. The Coalition is dedicated to providing reliable information to EU decision makers, relevant stakeholder groups and keeps member organizations throughout the Union up to date on public policy with impacts on the built environment. To learn more about emerging trends in Brussels or how your organization can participate, please join us for this quarterly plenary session. For additional information please contact jjohnson@ifma.org

EuroFM Meetings

EuroFM Board Meeting (board members only)

Monday June 1, 2015 • 3 - 6 pm

EuroFM General Members Meeting

Wednesday June 3, 2015 • 4:30 - 6:30 pm

EuroFM Education Network Group Meeting and

EuroFM Practice Network Group Meeting

Wednesday June 3, 2015

Contact: Henri van de Laar, Association Manager, EuroFM
team@office-eurofm.org; (+31) 6231 626 82

ISO/TC 267 Facilities Management Meeting (invited delegates only)
June 3-5, 2015

Contact person: Stan Mitchell (stan.mitchell@key.fm)

Programme Overview

Monday, June 1, 2015

- 8 am-4 pm: 1st EFMC Annual Golf Tournament
 10 am-4 pm: Study Tours: BBC Scotland, The Burrell Collection Museum and the New South Glasgow University Hospital
 7 pm: Welcome reception and Scottish ceilidh at Glasgow City Chambers

Tuesday, June 2, 2015

9 am: Opening of the EFMC at the Scottish Exhibition and Congress Centre, Glasgow

Business Conference Track 1		Business Conference Track 2		Research Symposium Track 3		Research Symposium Track 4	
1.1	Future of public sector procurement and outsourcing	2.1	Partnerships in managing the change	3.1	People make FM: Introduction	4.1	Sustainability in FM: Managing energy efficiency
1.2	Strategic FM, real estate and asset management	2.2	Trends and future outlook for Facility Management	3.2	People make FM: Service Excellence in FM	4.2	Added Value of FM: Creating value in organisations
Lunch & networking at the exhibition							
Business Conference Track 1		Business Conference Track 2		Research Symposium Track 3		Research Symposium Track 4	
1.3	Mind the Gap: Women in FM	2.3	Energy management	3.3	People make FM: Communication and learning	4.3	EuroFM Research Project Campus retrofitting
1.4	FM in Airports	2.4	21 st century workplace	3.4	People make FM: Service excellence in FM (cont.)	4.4	People make FM: Educating facilities managers
				3.5	People make FM: Reflections and discussion		
7 pm: Gala Dinner at the University of Glasgow							

Exhibition

Wednesday, June 3, 2015

9 am: Opening of Day 2 of the EFMC at the Scottish Exhibition and Congress Centre, Glasgow

FM around the world

Partners Across Borders award presentation

Business Conference Track 1	Business Conference Track 2	Research Symposium Track 3	Research Symposium Track 4	Exhibition
FM under pressure: 1.5 Aging workforce and talent development 1.6 Skills shortage and knowledge transfer	2.5 FM in Healthcare	3.6 People make FM: Professional development	4.5 FM innovation: Space and organisation	
Lunch & networking at the exhibition				
Business Conference Track 1	Business Conference Track 2	Research Symposium Track 3	Research Symposium Track 4	
1.7 Interactive Workshop Finding and keeping young talent	2.6 Performance through technology	3.7 People make FM: Hospitality and Health	4.6 FM Innovation: Workplace management	
Joint Business and Research Session				
Student Poster Competition				
4:30 pm: Closing of EFMC and Final get-together				

Tuesday, June 2, 2015

Opening

9:00 am **Welcome Notes** from **James Whitaker**, IFMA; **Ron van der Weerd**, EuroFM; and **Gareth Tancred**, BIFM

9:15 am **Keynote:** to be announced

9:35 am **Keynote address:** **Richard Sykes**, ISS, UK

9:55 – 11:00 am

Business Conference Track 1	Business Conference Track 2	Research Symposium Track 3	Research Symposium Track 4
EXPERTS PANEL 1.1 Future of public sector procurement and outsourcing	2.1 Partnerships in managing the change	3.1 People make FM	4.1 Sustainability in FM: Managing energy efficiency
MODERATORS: Jeff Saunders , Stockholm Institute for Future Studies and Wendy Stowell , ISS PANELISTS: Mark Becht , European Patent Office, Netherlands Guy Vanhoorde , City of Gent, Belgium John Hanlon , Ministry of Defense, UK Hannes Hofer , Austrian Federal Procurement Agency Nick Caton , Crown Commercial Services, UK	Guy Holden , Johnson Controls Global WorkPlace Solutions Enabling change: supporting the customers through business transformation David Walker , Aegon Insurance, UK Change management and partnership models Rick Bertasi , Regus Group High Growth and Facilities – Changing the Occupier's Supply Chain	Prof Ilfryn Price , Sheffield Business School, UK Lead paper: People make, and patterns break, FM EuroFM Research: Project Service Excellence in FM Introduction, perspectives and findings: Prof Ilfryn Price , Sheffield Business School, UK Christian Coenen , ZHAW, Switzerland Herman Kok , University of Wageningen, Netherlands Ada Scupola , Roskilde University, Denmark	Christian Stenqvist , DTU, Denmark Dialogue and collaboration for Energy Efficient FM: public sector strategies and the role of external service providers Cristian Roberto Valle Kinloch , NTNU, Norway FM's role towards energy-efficiency of non-residential buildings David Collins , NTNU, Norway How does usage affect the sustainability and environmental footprint of an office building?

Macro Master students poster competition

Exhibition

11:00 – 11:40 am

Coffee break



Tuesday, June 2, 2015

11:40 am – 12:45 pm

Business Conference Track 1	Business Conference Track 2	Research Symposium Track 3	Research Symposium Track 4
1.2 Strategic FM, real estate and asset management	2.2 Trends and future outlook for Facility Management	3.2 People make FM: Service Excellence in FM	4.2 Added Value of FM: Creating value in organisations
<p>Roberto Tundo, Enel Green Power, Italy</p> <p>Daniele Appetito, eFM, Italy</p> <p>Visibility and knowledge as strategic business lever</p>	<p>Peter Ankerstjerne, ISS, Denmark</p> <p>Service Management 3.0 – the new frontier in creating great FM experiences</p>	<p>WORKSHOP 1</p> <p>FM is dead: long live FM</p> <p>Alan Williams, Service-brand Global, UK</p> <p>Building culture</p> <p>Herman Kok</p> <p>User emancipation</p>	<p>Fides Matzdorf, Sheffield Business School, UK</p> <p>Student choice, league tables and university facilities</p>
<p>Christoph Platzer, OMV Petrom, Romania</p> <p>Lessons-learnt for CREM from outsourcing partnerships and stakeholders' management</p>	<p>Wolter Smit and Ron van Haasteren, TOPdesk, Netherlands</p> <p>The growing importance of the image of supporting departments....and how to get a good one.</p>		<p>Daniel von Felten, ZHAW, Switzerland</p> <p>Multiplier effects through FM Services – a survey-based analysis of added value in FM</p>
<p>Johan Dewachtere, Alcatel-Lucent, Belgium</p> <p>Steven Lambert, MCS, Belgium</p> <p>From local to global performance in Real Estate: partnering controlled by data</p>	<p>Stan Mitchell, British Standards Institution, UK</p> <p>ISO Standard for facilities management: development roadmap</p>		<p>Chaiwat Riratanaphong, Thammasat University, Thailand</p> <p>Performance measurement of public facilities in Thailand: A case study of Dhanarak Asset Development</p>

TOPdesk Bachelor Student Poster Competition

Exhibition

12:45 – 2:00 pm

Lunch & Networking at the exhibition area

2:00 – 3:10 pm

EXPERTS PANEL	2.3 Energy management	3.3 People make FM: Communication and learning	4.3 EuroFM Research Project Campus retrofitting
1.3 Mind the Gap: Women in FM			
<p>MODERATOR:</p> <p>Deborah Rowland, Estate Directorate of the Ministry of Justice, UK</p> <p>PANELISTS:</p> <p>Kath Fontana, BAM FM, UK</p> <p>Debra Ward, Macro, UK</p> <p>Katrina Dowding, Skanska Facilities Services, UK</p> <p>Charlotte Boville, Bilfinger Europa</p>	<p>Jürgen Kulka, Cofely, France</p> <p>The Modular Energy Services Solution: the next level of corporate value creation for international FM initiatives?</p>	<p>Brian Forbes DIT, Ireland</p> <p>An exploration of signals as mechanisms in facilities management contracts</p>	<p>Antje Junghans, NTNU, Trondheim, Norway</p> <p>Susanne Nielsen, DTU, Copenhagen, Denmark</p> <p>Introduction</p>
	<p>Lord Rupert Redesdale, Energy Managers Association, UK</p> <p>Energy Savings Opportunity Scheme: will it spark a major investment in energy efficiency?</p>	<p>Anne Vorre Hansen, Roskilde University, Denmark</p> <p>Qualifying FM service encounters – exploring the customer perspective</p>	<p>Olli Niemi, Tampere University of Technology, Finland</p> <p>Towards Future Learning Environments – co-creation and co-investing in Campus Retrofitting</p>
	<p>Ian Jones, ITV, UK</p> <p>Energy Management – the People Perspective</p>		<p>Association of University Directors of Estates representative (speaker tbc), Scottish University speaker (tbc)</p>

Postgraduate event

Tuesday, June 2, 2015

	Business Conference Track 1	Business Conference Track 2	Research Symposium Track 3	Research Symposium Track 4	
	Coffee break				
3:10 – 3:50 pm					
3:50 – 5:00 pm	1.4 FM in Airports	2.4 21st century workplace	3.4 People make FM: Service excellence in FM	4.4 People make FM: Educating facilities managers	Research in progress: postgraduate presentations
	Wolfgang Haller , Munich Airport, Germany Innovative IT-Tools to support FM in the airport	Frank van Massenhove , Federal Social Security Service, Belgium New way of working: shift or shrink	WORKSHOP 2 Winning relationships Sezgin Kaya , Accenture, UK Creating partnerships	Matthew Tucker , LJMU, UK Synergy of Facility Management competencies	
	Alianne de Jong , Schiphol Real Estate Julius Janssen , Terminal Real Estate Schiphol Group Guido Frenken , Cofely, Netherlands A Partnership at Schiphol Airport with innovative Performance for the benefit of People, Planet and Profit	Speaker tbc, General Electric, UK Andrew Howells , Condec, UK Big Data driving the modern workplace strategy	Christian Coenen Managing relationships	Paul Wyton , Sheffield Business School, UK The use of action learning sets within facilities management	
	Eng. Ali Bin Salman , Dubai Airport, UAE Best practices: airport operations initiatives at Dubai Airport	Frans Davidsson , Ecophon, Sweden Aram Seddigh , Stress Research Institute, Stockholm University, Sweden Business consequence of speech propagation in Open Plan offices	3.5 People make FM: Reflections and discussion	Melanie Bull , Sheffield Business School, UK Improving Facilities Managers through reflective practice education	
5 pm	End of the conference programme				
7 pm	Gala Dinner at the University of Glasgow				

Exhibition

Supporting Associations and Media Partners

APFMI ASSOCIAÇÃO PORTUGUESA DE FACILITY MANAGEMENT

BGFMA

DHBW Stuttgart
Duale Hochschule Baden-Württemberg

FACILITYMANAGEMENT

FACILITIES

facilitymanagement
Wissen und Management
Frankfurt am Main, 24. – 26.05.2015



Facility Management

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GEFMA
German Facility Management Association

IFMA

IFMA

INFHRA

MEFMA

Norwegian Facilities Management Association

Profacility.be

ROFMA

University of Stuttgart
Germany

Wednesday, June 3, 2015

FM around the world

9:20 – 9:40 am **Stephen Ballesty**, IFMA, Australia – FM Asia-Pacific: emerging trends and opportunities

9:40 – 10:00 am **Ali Al Suwaidi**, MEFMA, UAE – Current challenges within FM industry in Middle East and the role of FM best practices to close service delivery gaps

EuroFM Award: Partners across borders

10:00 – 10:20 am Joint presentation of the winners of EuroFM Partners Across Borders Award 2014: Johnson Controls and Deutsche Bank

10:20 – 11:00 am Coffee break

11:40 am – 12:25 pm

Business Conference Track 1	Business Conference Track 2	Research Symposium Track 3	Research Symposium Track 4
EXPERTS PANEL 1.5 FM under pressure: aging workforce and talent development Ron van der Weerd , EuroFM Gareth Tancred , BIFM Tony Keane , IFMA Mark Beatson , CIPD	2.5 FM in Healthcare David Loudon , NHS Greater Glasgow and Clyde, UK Gold standard of healthcare at the campus of New South Glasgow University Hospitals	3.6 People make FM: Professional development Dr Susanne Nielsen , DTU, Denmark Introduction	4.5 FM innovation: Space and organisation Mark Mobach et al , Wageningen University, The Netherlands Lead paper: Facilities management innovation
EXPERTS PANEL 1.6 FM under pressure: skills shortage and knowledge transfer Sherin Aminossehe , Government Property Unit, Cabinet Office, UK Gilles Roux , Bilfinger HSG International Facility Management, France Richard Gelder , HAYS Recruiting, UK Katrien Beuls , ISS World Services, Denmark	Simone Dell'Aguzzo , Astaldi, Italy Daniele DiFausto , eFM, Italy Good FM practices enable better healthcare Maureen McGuinn , NHS Lanarkshire, UK Cultural change on the way to a holistic approach to asset management	Jack Crutzen , KiWi Rail, New Zealand FM Kiwi-style: The development of FM professionals in New Zealand Simon Ashworth , ZHAW, Switzerland, Ondrej Strup , FM Institute, Czech Republic The challenges and added value benefits of introducing the EN 15221 FM standards into practice	Giulia Nardelli , DTU, Denmark FM Innovation: Best Practices Jan Gerard Hoendervanger , Hanze University of Applied Sciences, Netherlands Tool development for measuring and optimizing workplace utilization in activity-based work environments
	Aiyd M. AlQahtani , King Fahad Medical City, Saudi Arabia Ali Al Suwaidi , IDAMA Facilities Management, UAE A bridge between the East and West: FM at the forefront of providing the best healthcare in the Gulf region	Poul Ebbesen , DTU, Denmark Information Technology in Facilities Management – a literature review	Sara Tobin , Sheffield Business School, UK Exploring implications of NHS Telehealth and Telecare scenarios for estates and facilities

Exhibition

Wednesday, June 3, 2015

	Business Conference Track 1	Business Conference Track 2	Research Symposium Track 3	Research Symposium Track 4
12:25 – 1:40 pm	Lunch & Networking in the exhibition area			
1:40 – 3:00 pm	INTERACTIVE WORKSHOP 1.7 Finding and Keeping Young Talent MODERATOR: Richard Beamish, UK With contributions from Jessica Bickel, CH2M, USA and Margaret Nelson, Bolton University, UK	2.6 Performance through technology David Malcolm, Sellafield nuclear complex, UK Shifting FM from reacting to adding value Fredrik Sandqvist, Coor Service Management, Sweden Johan Falk, Intel, Sweden IFM and Internet of Things – A match in the Cloud! Nancy Sanquist, Trimble Navigation, USA The Interconnectedness of the Digital and Physical Workplace	3.7 People make FM: Hospitality and Health Brenda Groen, Saxion University, Netherlands To what extent does hospitality feature in academic literature on facility management? Paul Wyton, Sheffield Business School, UK What skills are required to utilise a CAFM system within the NHS? Gabriela Züger, ZHAW, Switzerland Coordination of Staffing Interactions and Processes for Providing Food Service in Swiss Hospitals	4.6 FM Innovation: Workplace management Rianne Appel-Meulenbroek, TU Eindhoven, Netherlands Differences in employee satisfaction and productivity in new versus traditional work environments Iris de Been, TU Delft, Netherlands Preventing common issues in activity based work environments: results from user-centred research Mari Ekstrand, NTNU, Norway Front and Backstage in the Workplace: an explorative case study on activity based working and employee perceptions of control over work-related demands
3:00 – 3:45 pm	Joint Business and Research Session			
3:45 – 4:15 pm	Students Poster Competition			
4:15 – 4:20 pm	Presenting destination EFMC 2016			
4:20 – 4:30 pm	Closing remarks and final get-together			

Exhibition



Please contact:
 Natalia Spartakova, Conference Manager
 Phone: +49-211-96 86 37 57
 E-mail: natalia.spartakova@informa.com



- **Al Suwaidi Ali**, Founding Board Member, MEFMA, UAE
- **AlQahtani Aiyd M.**, Executive Director of Operation, King Fahad Medical City, Saudi Arabia
- **Aminossehe Sherin**, Head of Government Property Profession and Head of Government Estate Strategy & Delivery, Government Property Unit, UK
- **Ankerstjerne Peter**, Chief Marketing Officer, VP, ISS World Services A/S, Denmark
- **Appetito Daniele**, Productivity Manager, eFM, Italy
- **Ballesty Stephen**, Member of the Board of Directors, IFMA, USA/Australia
- **Beatson Mark**, Chief Economist, CIPD, UK
- **Becht Mark**, Head of Technical Services, European Patent Office, Netherlands
- **Bertasi Rick**, Managing Director, Group Network Development, Regus Group, UK
- **Beuls Katrien**, Head of HR and Legal, Global Corporate Clients, Group Vice President, ISS World Services A/S, Denmark
- **Bickel Jessica**, Facilities Planner & Scheduler, CH2M Hill for Shell Oil, USA
- **Binsalman Ali**, Head of FM, Dubai airport
- **Boville Charlotte**, Operations Director, Bilfinger Europa, UK
- **Caton Nick**, Commerical Director, Crown Commercial Services, UK
- **Davidsson Frans**, Head of Market Development for Office Environments, Ecophon, Sweden
- **de Jong Alianne**, Manager Portfolio Management, Schiphol Real Estate B.V, Netherlands
- **Dell'Aguzzo Simone**, Project Finance Proposal Manager, Astaldi, Italy
- **Dewachtere Johan**, Director Global Operations – Real Estate & Global Services, Alcatel-Lucent, Belgium
- **Di Fausto Daniele**, CEO, eFM, Italy
- **Dowding Katrina**, Managing Director, Skanska Facilities Services, UK
- **Falk Johan**, Head of IoT Ignition Lab, Intel, Sweden
- **Fontana Kath**, Managing Director, BAM FM Ltd, UK
- **Frenken Guido**, Managing Director, Cofely West Nederland BV, Netherlands
- **Gelder Richard**, National Specialist Director, HAYS, UK
- **Haller Wolfgang**, Head of Competence Center of Infrastructural Building Management and Technical Documentation, Munich Airport, Germany
- **Hanlon John**, Estates Director, UK Ministry of Defense, UK
- **Hofer Hannes**, CEO, Austrian Federal Procurement Agency, Austria
- **Holden Guy**, Vice President & CCO, Johnson Controls, UK
- **Howells Andrew**, Head of Workplace Consultancy, Condeco, UK
- **Janssen Julius**, Airport Terminal Real Estate Manager, Schiphol Group, Netherlands
- **Jones Ian**, Director of Facilities, ITV, UK
- **Keane Tony**, CEO, IFMA, USA
- **Kulka Jurgen**, Managing Director, Cofely International FM, France
- **Lambert Steven**, COO, MCS, Belgium
- **Loudon David**, Director of FM and Capital Planning, NHS Greater Glasgow and Cly, UK
- **Malcolm David**, FM Systems Manager, Sellafield nuclear complex, UK
- **McGuinn Maureen**, Technical Services Manager, NHS Lanarkshire, UK
- **Mitchell Stan**, BIFM representative, Chair of the British Standards Institution (BSI) FMW/1 FM Committee, and Chairman of ISO TC 267 Committee for FM
- **Nelson Margaret**, Institutional Lead ERASMUS+, University of Bolton, UK
- **Platzer Christoph**, Head of Corporate Real Estate, OMV-Petrom, Romania
- **Redesdale Lord Rupert**, CEO, Energy Managers Association, UK
- **Roux Gilles**, COO, Bilfinger HSG International Facility Management, Germany
- **Rowland Deborah**, Head of Property Asset Management, UK Ministry of Justice, UK
- **Sandqvist Fredrik**, Head of Innovation and Operational Excellence, Coor Service Management, Sweden
- **Sanquist Nancy**, Senior Real Estate and Workplace Leader, Trimble Navigation, USA
- **Saunders Jeff**, Head of Strategy and Innovation, Copenhagen Institute of Future Studies, Denmark
- **Seddigh Aram**, Researcher, Stress Research Institute, Stockholm University, Sweden
- **Smit Wolter**, CEO, TOPdesk, Netherlands
- **Stowell Wendy**, Commercial Director, ISS UK Limited, UK
- **Sykes Richard**, CEO, ISS UK Limited, UK
- **Tancred Gareth**, CEO, BIFM, UK
- **Tundo Roberto**, Head of Information and Communication Technology, Enel Green Power S.p.a, Italy
- **van der Weerd Ron**, Chairman, EuroFM, Netherlands
- **van Haasteren Ron**, Communication consultant, TOPdesk, Netherlands
- **van Massenhove Frank**, President, Belgian Federal Public Service Social Security, Belgium
- **Vanhoorde Guy**, Chief of Department of Facility Management, City of Gent, Belgium
- **Walker David**, Head of Procurement and Property Services, Aegon Insurance, UK
- **Ward Debra**, Managing Director, Macro, USA
- **Whitaker James**, Chairman, IFMA, USA

Scientific Committee

The Scientific committee conducted a double blind review process of all abstracts and papers

CHAIRMEN

- **Scientific Committee:** Keith Alexander, EuroFM
- **Research Symposium:** Ilfryn Price, Sheffield Business School, UK

WORKING GROUPS CHAIRMEN

- **Added Value of FM:** Per Aker Jensen, CFM Realdania, DTU, Denmark
- **Sustainability in FM:** Susanne Balslev Nielsen, CFM Realdania, DTU, Denmark
- **FM Innovation:** Mark Mobach, Wageningen University, The Netherlands

PROJECT LEADERS

- **Service Excellence in FM:** Ilfryn Price, Sheffield Business School
- **Campus Retrofitting:** Suvi Nenonen, Aalto University, Finland
- **SUSFm:** Sergio Vega, TU Madrid, Spain

MODERATORS

- **Bröchner Jan**, Chalmers University of Technology, Sweden
- **Brandstveit Haugen Tore**, Norwegian University of Science and Technology, Norway
- **Granath Jan Ake**, Design 4 Change, France

REVIEW PANEL

- **Boge Knut**, Oslo and Akershus University College of Applied Sci, Norway
- **Flores-Colen Ines**, TU Lisbon, Portugal
- **Groen Brenda**, Saxion University of Applied Science, Netherlands
- **Jones Keith**, Anglia Ruskin University, UK
- **Junghans Antje**, Norwegian University of Science and Technology, Norway
- **Lennerts Kunibert**, Karlsruher Institut of Technology, Germany
- **Nelson Margaret**, University of Bolton, UK
- **Poggesi Sara**, University of Rome, Italy
- **Scupola Ada**, Roskilde University, Denmark
- **Tucker Matthew**, Liverpool John Moores University, UK
- **van der Voordt Theo**, Faculty of Architecture TU Delft, Netherlands

Speakers at the Research Symposium

- **Appel-Meulenbroek Rianne**, Technical University Eindhoven, Netherlands
- **Ashworth Simon**, Zurich University of Applied Sciences, Switzerland
- **Bull Mel**, Sheffield Business School, UK
- **Coenen Christian**, Zurich University of Applied Sciences, Switzerland
- **Collins David**, Norwegian University of Science and Technology, Norway
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- **Wyton Paul**, Sheffield Business School, UK
- **Züger Gabriela**, Zurich University of Applied Sciences, Switzerland

Speakers at the Research in progress session

- **Brinkø Rikke**, CFM Realdania, DTU, Denmark
- **Gerber Nicole**, ZHAW, Switzerland
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