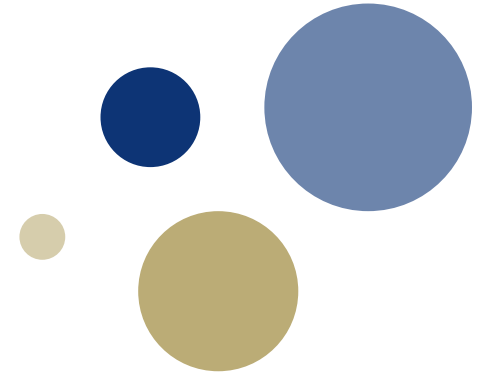




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Green and Sustainable:

How are these Terms Reflected in the Context of Facilities Management?

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MY Ph.D Project: Green Leasing: A Theoretical Approach and Practical Implimentations with a Focus on Norway and the United Kingdom

14th EuroFM Research Symposium

EuroFM Research Papers 2015



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The Users Impact on Buildings' Sustainability – A Qualitative Approach

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2015

8th Nordic Conference on Construction Economics and Organization
Sustainable Facilities Management and Green Leasing:

The Company Strategic Approach

Dave Collins and Dr. Antje Junghans*

Green leasing in theory and practice: A study focusing on the drivers and barriers for owners and tenants of commercial offices

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CFM Second Nordic Conference 29-30 August 2016

Technical University of Denmark

6

WHAT ARE THE CHALLENGES FOR SUSTAINABLE DEVELOPMENT OF FM

6.1

Green and Sustainable – How are These Terms Reflected in the Context of Facilities Management?

Dave Collins, Antje Junghans and Tore Haugen

Sustainability Issues in FM – Why should we care?



- 40% of CO2 Emissions in Europe come from the built environment (EC report)
- **Academia** – FM a fully fledged academic discipline
- **Practise** - more than 60% of customers demand it from FM service providers (BIFM 2015)
- Global focus on sustainable development

Research Questions



- This paper addresses the following research questions:
 - How are the terms '*Green*' and '*Sustainable*' understood and utilised in existing FM relevant literature from journals and practice literature?
 - To what extent is there a common understanding of the use of “Green” and “Sustainable”?
 - How can the findings contribute to a deeper understanding of FM relevant terminology like “green leasing”?
 - Does literature from journals and practice lead to a better understanding of where sustainable decisions are being made within an organisation?

Research Design



- Literature review
- Focus on Academia, Practice and Environmental Certifications i.e. BREEAM, LEED
- **Academia** – Books, journals and reports
- **Practice** – Reports, commercial and technical documentation (advertising, sustainable certification manuals), internet research
- **More generally** – Google search results, internet presence

Organisation Management 'OM' Levels



- **Strategic Level** *“is largely about setting the direction for the organisation and ensuring that the means for achieving its objectives are in place”*
- **Tactical Level** is the *“organisations broad intentions to be turned into workable plans, and might call for new processes and procedures as well as changes to those that exist”*.
- **Operational Level** aims to *“perform work according to laid-down procedures and not to deviate”*

(Atkin and Brooks, 2015, pp.46-47)

Analytical Approach



Strategic

E.g. Sustainability policy

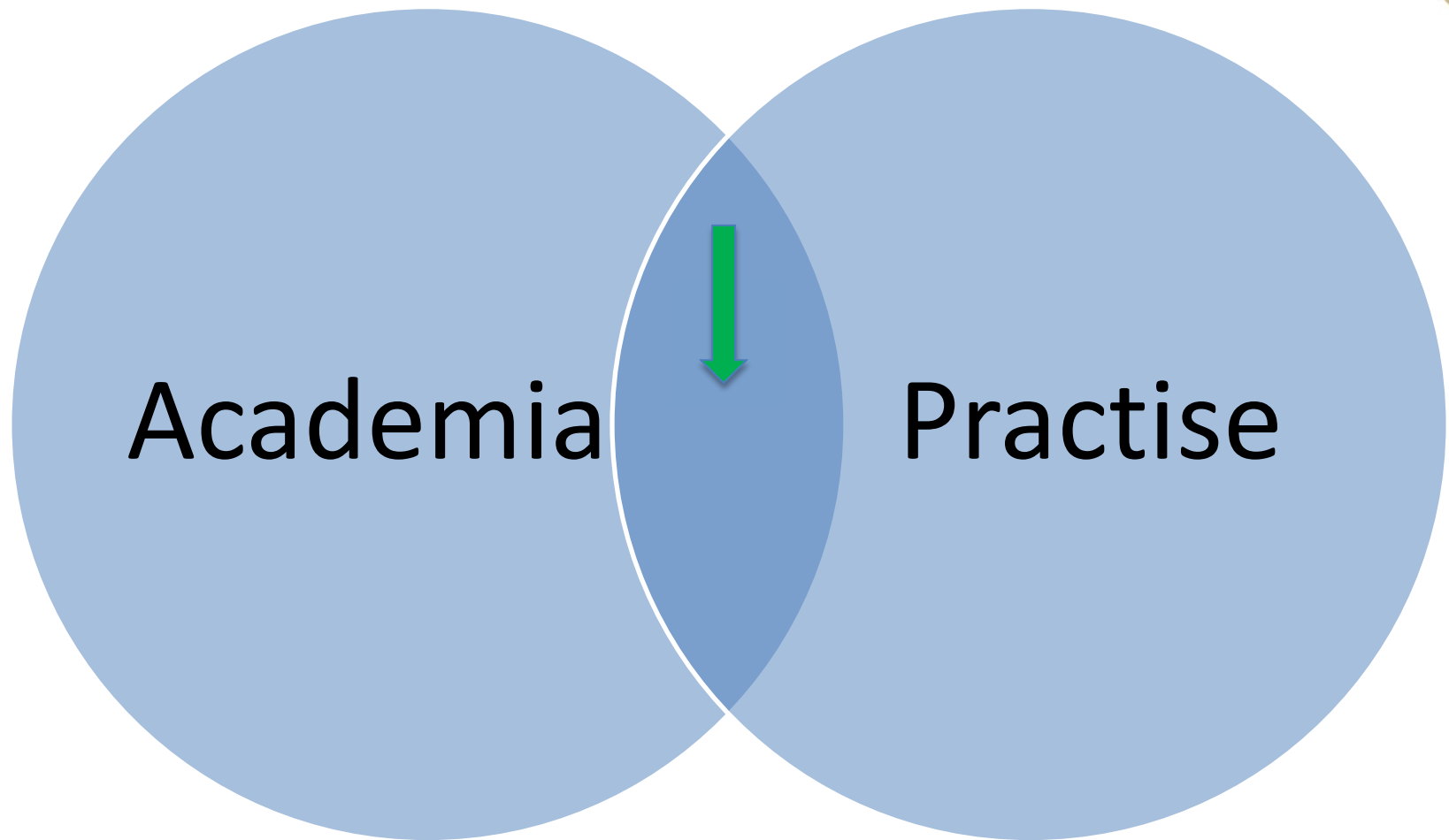
Tactical

E.g. Sustainable
procurement and
logistics

Operational

E.g. FM's
at Work

Where we need to be....



Results – Green



- **Academia**
 - 924,000 hits on Google Scholar for '*Green Facilities Management*'
 - Numerous relevant articles exist, however not all directly relate to FM
 - Limited separation between 'Green' and 'Sustainable'
 - 'Operational level' most commonly cited
- **Practice**
 - Combination of reports and commercial documentation
 - Uses broad and rarely separated from 'Sustainable'
 - Most references at the 'Tactical Level'
- **Environmental Certifications**
 - Green certifications saw focus on all 3 OM levels
- **Overall**
 - No Consistency

Results – Sustainable



- **Academia**
 - 592,000 Google Scholar hits for '*Sustainable Facilities Management*'
 - '*Sustainable*' and '*Sustainability*' must be considered
 - Limited separation between '*Green*' and '*Sustainable*'
 - '*Strategic level*' most commonly cited
- **Practice**
 - Use of '*Sustainable Facilities Management*' and '*SFM*' almost non-existent
 - Occasional '*Operational Level*' uses found
- **Environmental Certifications**
 - Green certifications saw focus on all 3 OM levels
- **Overall**
 - No consistency

Summary of Results

OM Level	G-A	G-P	G-C	S-A	S-P	S-C	OM Level G Total	OM Level S Total	G + S Total
Strategic	1	1	1	3	2	4	3	9	12
Tactical	2	3	4	0	2	5	9	7	16
Operational	3	1	2	1	2	2	6	5	11

Key:

G = Green

S = Sustainable

A = Academia

P = Practise

C = Environmental Certifications

Total Green: 18

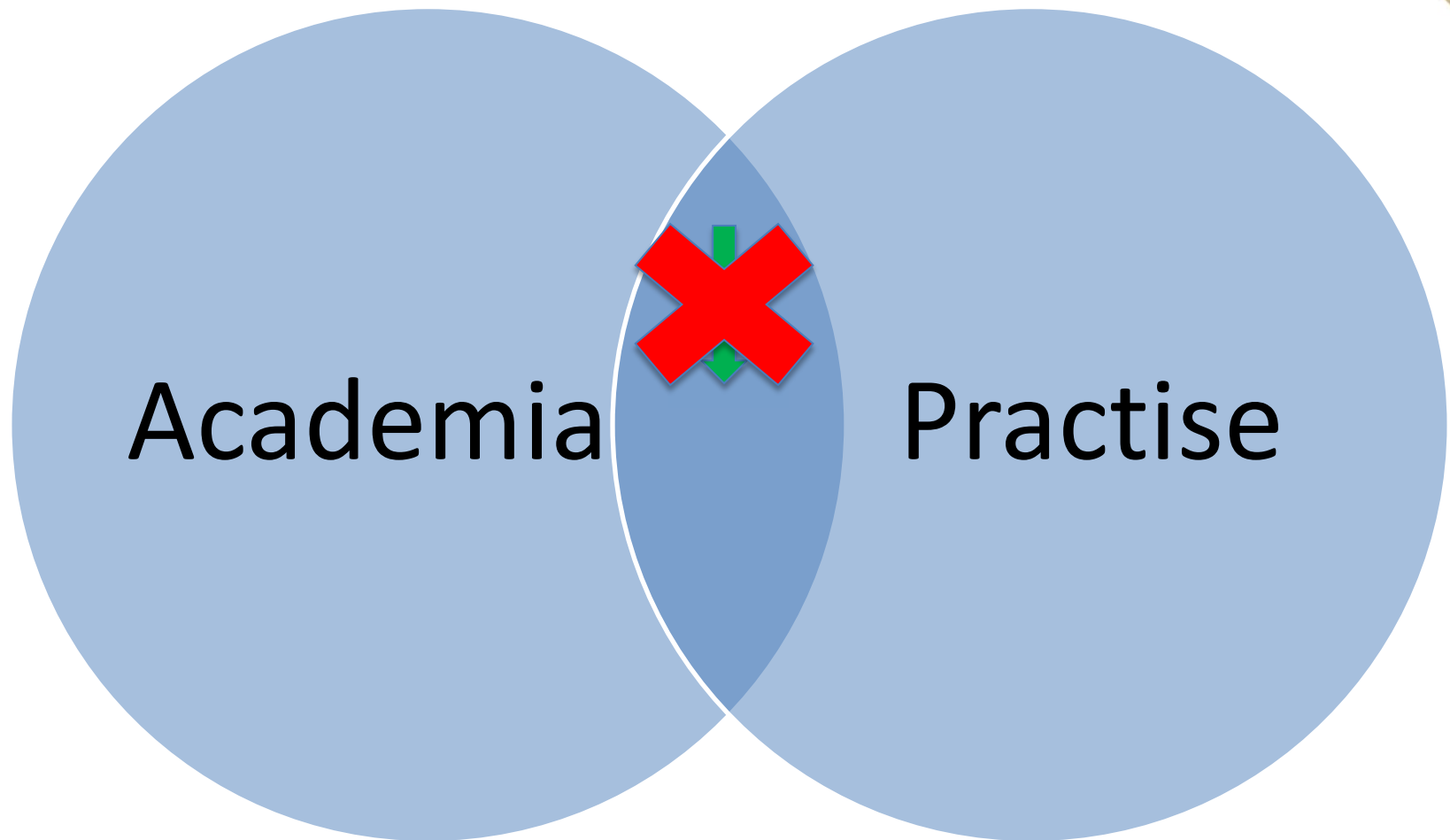
Total Sustainability: 21

Discussion



- **Academia**
 - ‘*Green*’ more ‘*Operational*’. ‘*Sustainable*’ more ‘*Strategic*’
- **Practice**
 - ‘*Green*’ more ‘*Tactical*’. ‘*Sustainable*’ spread over all three OM levels
- **Environmental Certifications**
 - ‘*Green*’ and ‘*Sustainable*’ more ‘*Tactical*’
- **Overall**
 - ‘*Green*’ used the least, but the most malleably
 - ‘*Sustainable*’ more widely used, closer the OM levels of ‘*Strategic*’ and ‘*Operational*’

Where we need to be....



Concluding Thoughts



- Important to consider sister fields i.e. ‘sustainable built environment’
- Consider a consistent terminological approach i.e. ‘Sustainable FM’ vs ‘Green FM’
- Academia more consistent than practice, but still have work to do
- Recognise the impact on sustainable decision making in organisations

Further Work



- Further empirical research into how green and sustainable issues are dealt with in sustainable commercial offices
- Increased focus on the user perspective
- Develop a greater understanding into the barriers and drivers for sustainable development in corporate real estate at all levels of the OM pyramid

Thank you for listening

