

# HOW FM MAY CONTRIBUTE TO HAPPINESS – THE OSCAR APPROACH

CFM Second Nordic Conference 29. -30. august 2016



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# AGENDA

- Oscar – what and why?
- Some findings
- What does it mean for....

.....happiness?



**OSCAR**

What and why?

# R&D PROJECT “VALUE FOR USERS AND OWNERS OF BUILDINGS

“A FOOL IS A MAN WHO KNOWS THE  
PRICE OF EVERYTHING,  
BUT THE VALUE OF NOTHING”

- OSCAR WILDE



[www.oscarvalue.no](http://www.oscarvalue.no)

## OSCAR (2014-2017) – MAIN GOAL

To develop **competences, methods and analysis tools** for optimizing building design in a way to contribute to value creation for owner and end-user throughout its life time

*Buildings which function well for core business demands over time, to lowest possible use of resources*



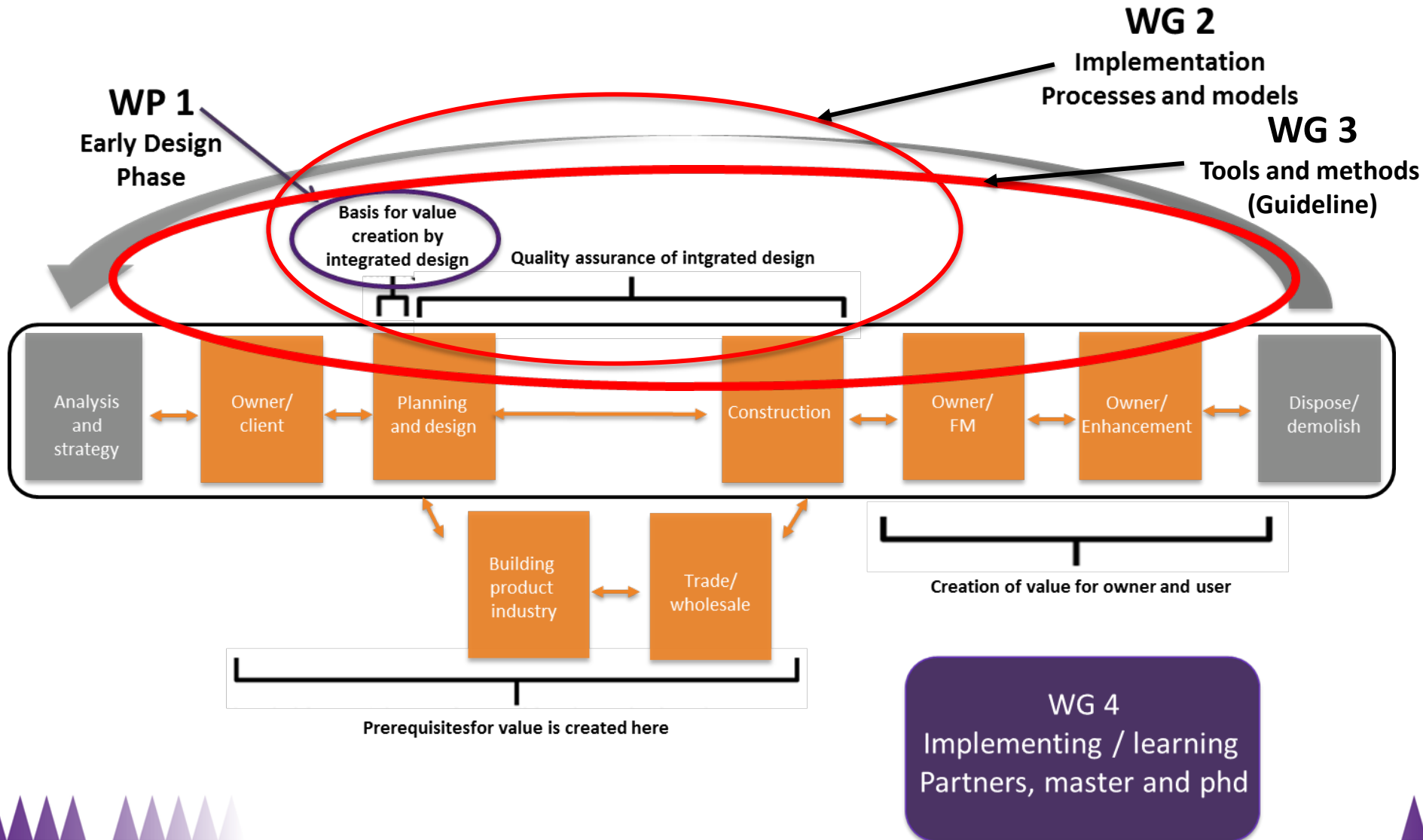
# OSCAR – THATS US!



Long term owners, user organisations, developers, technical contractors, contractors, architects, consulting engineers, research institutes, universities, FM software developer

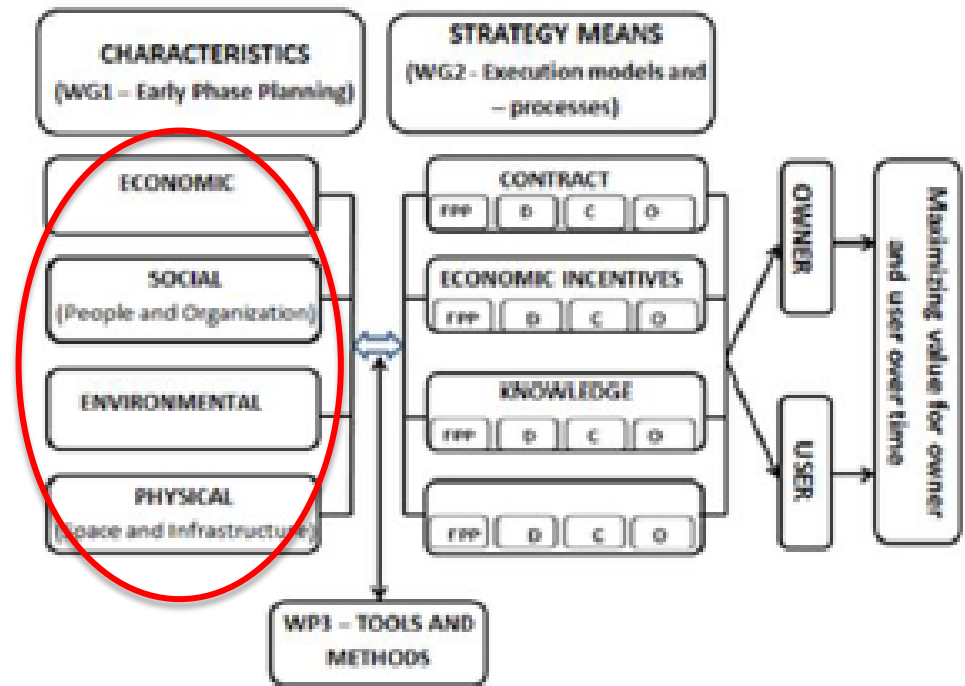
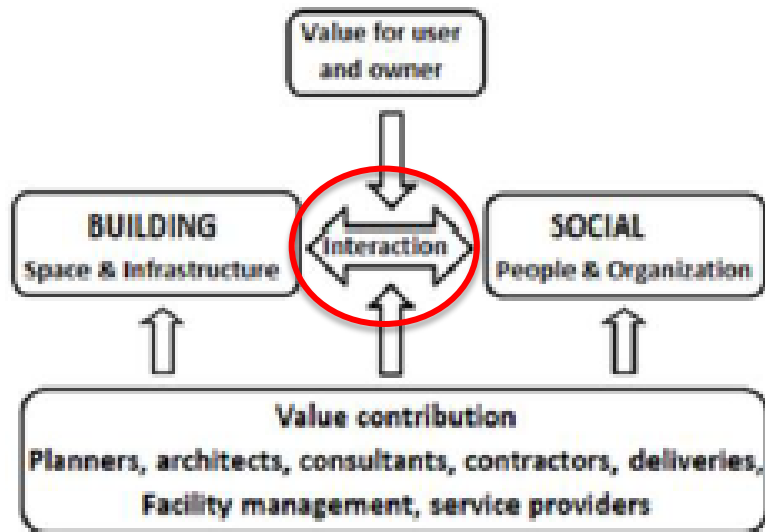


# VALUE CHAIN AND OSCAR FOCUS





# OSCAR MODEL: VALUE CREATION MODEL AND BASIC MIND MAP



# APPROACH

Literature

Interviews

Questionnaire  
surveys

Workshops

Case studies

## PRODUCTS

- Dictionnaire OSCAR
- Interactive guideline
- Best practice cases, examples
- Teaching materials
- Papers and articles

# STUDENTS ARE AN ENORMOUS RESOURCE

- So far:
  - Project tehsis:
    - NTNU: 6 thesis with 6 studens
  - Bachelor thesis:
    - HiOA: 8 thesis with 12 students
  - Master thesis:
    - NTNU: 10 thesis with 11 students
    - UiA: 2 thesis with 3 students
  - PHD thesis
    - NTNU: 1 student (follows OSCAR all time)
    - Slovenia: 2 students (4 months)
- Most of them has literature- and questionairre:
  - Huge amount of references
  - Over 3000 respondents
- Respondents:
  - Users are dominant
    - hospitals
    - offices
    - schools
    - universities
  - owners, architects, consultants, construction companies and suppliers

Estimated value (250,- NOK pr hour): app 13 – 14 million NOK





## SOME FINDINGS

# LITERATURE REVIEW – HIGHLIGHTS ON HAPPINESS

- Coherence between
  - **how we design**, operate, maintain and enhance our buildings and
  - **what values the building creates** for those using, maintaining and owning the space
- **Happiness** is entirely **personal subjective** feeling of well-being
  - positive emotions and absence of negative emotions (*Andrew, 2011*)
  - includes **many «work» factors**: enjoyment, enrichment, relationships, variety, teams, recognition etc (*Andrew, 2011*)
- **Happier people** are both **healthier** and more productive
  - happiness **improve productivity** app 10-12% (*Oswald et al, 2012*)
  - **increase sale** by 37%, **productivity** 31%, **accuracy of tasks** 19% (*Anchor, 2010*)
- **Physical surroundings** have impact on satisfaction and hence **happiness**



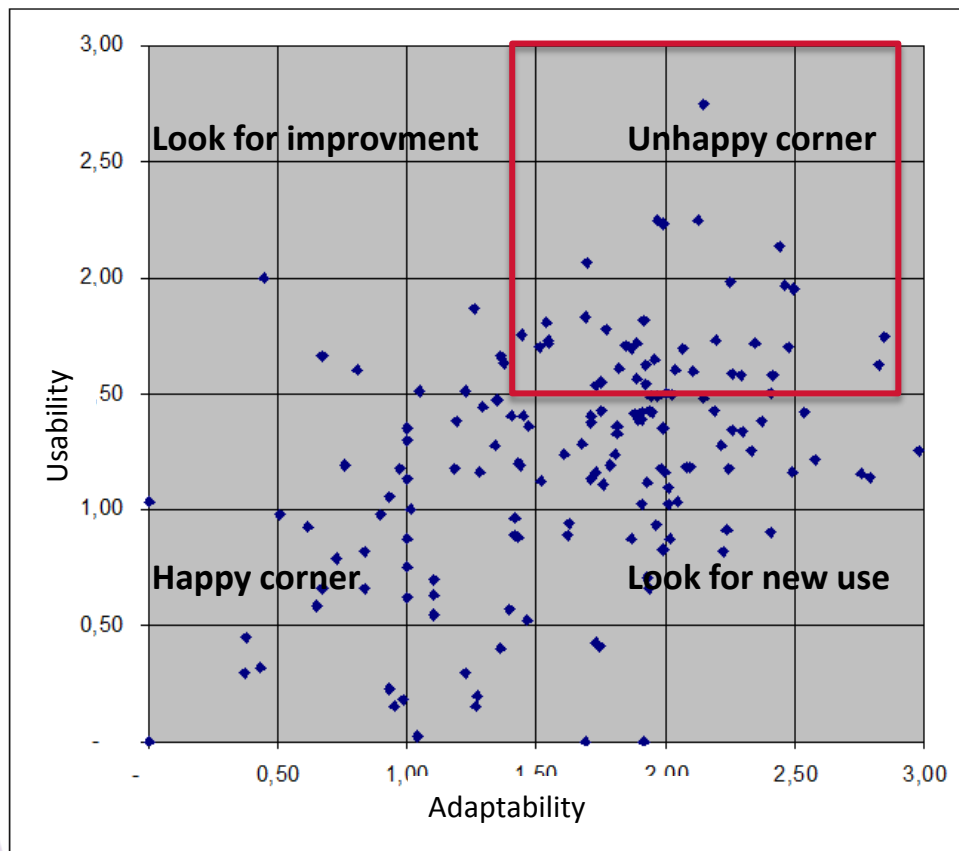
# LITERATURE REVIEW – HIGHLIGHTS ON HAPPINESS

- **Increasing focus** of users and owners on
  - how **buildings affect the core** business due to changing demands
  - **adaptability** more in focus to upkeep usability and sustainability (economy, social and environmental aspects)
- Totally affects **negative on all value** aspects when
  - **lack of adaptability** when demand of change occurs
  - **FM does not upkeep** the building (*Norwegian White Paper Stm 28, 2011-2012*)
- Elaborating **more professional and strategic FM**
  - **need** to develop **new understanding** of roles for FM
  - more emphasis on **strategic perspectives than only on costs** (*Valence, 2005, Jensen et al, 2008, Jensen, 2009*)



# EXAMPLE CASE

Low adaptability and usability > short lifetime  
> reduced economic value of the building



Low usability > productivity loss > rent reduction



# MAIN FINDINGS FROM QUESTIONNAIRE

Aspects	Highest importance	Lowest importance
Economy	<ul style="list-style-type: none"> <li>Investment costs</li> <li>Effect on core business</li> <li>Energy cost</li> <li><u>Cashflow (NPV) incl LCC</u></li> </ul>	<ul style="list-style-type: none"> <li>Market value in case of sale</li> <li>Cost efficient services (soft FM)</li> <li>Yield</li> <li>Workplace cost in us</li> </ul>
Environment	<ul style="list-style-type: none"> <li>Indoor climate / comfort</li> <li>Energy efficiency</li> <li>Long life materials / components</li> <li>Renewable energy resources</li> </ul>	<ul style="list-style-type: none"> <li>Recycled / recyclable materials</li> <li>Environmental certification</li> <li>Greenhouse gas emissions</li> <li>Efficient waste handling facilities</li> </ul>
Social	<ul style="list-style-type: none"> <li>User involvement</li> <li>Security and safety</li> <li>Architectural qualities</li> <li>Owner governance</li> </ul>	<ul style="list-style-type: none"> <li>Facilities for physical activities</li> <li>Individual operation (sun, temp, light)</li> <li>Promoting pride (org. cultural value)</li> <li>Orientable (intuitive signs)</li> </ul>
Physical	<ul style="list-style-type: none"> <li>Accessibility and universal design</li> <li>Area use (logistics, movements)</li> <li>Suitable materials with life span</li> <li>Technical condition / flexibility</li> </ul>	<ul style="list-style-type: none"> <li>Generality (possibility change function)</li> <li>Innovation</li> <li>Life cycle planning / <u>intergrated design</u></li> <li>Parking facilities</li> </ul>
Obstacles	<ul style="list-style-type: none"> <li>Adequate / clear project order</li> <li>Competence on user phase / need</li> <li>Multidisciplinary understanding</li> <li>Sufficient project organization</li> </ul>	<ul style="list-style-type: none"> <li>Dominant technical professions</li> <li>Too much emphasis on technic and cost</li> <li>Insufficient use of digital decision tools</li> <li>Dominant role of architect</li> </ul>





## WHAT DOES IT MEAN....

...for happiness?



# FINDINGS FOR ESTABLISHING HAPPINESS

OSCARS working hypotheses:

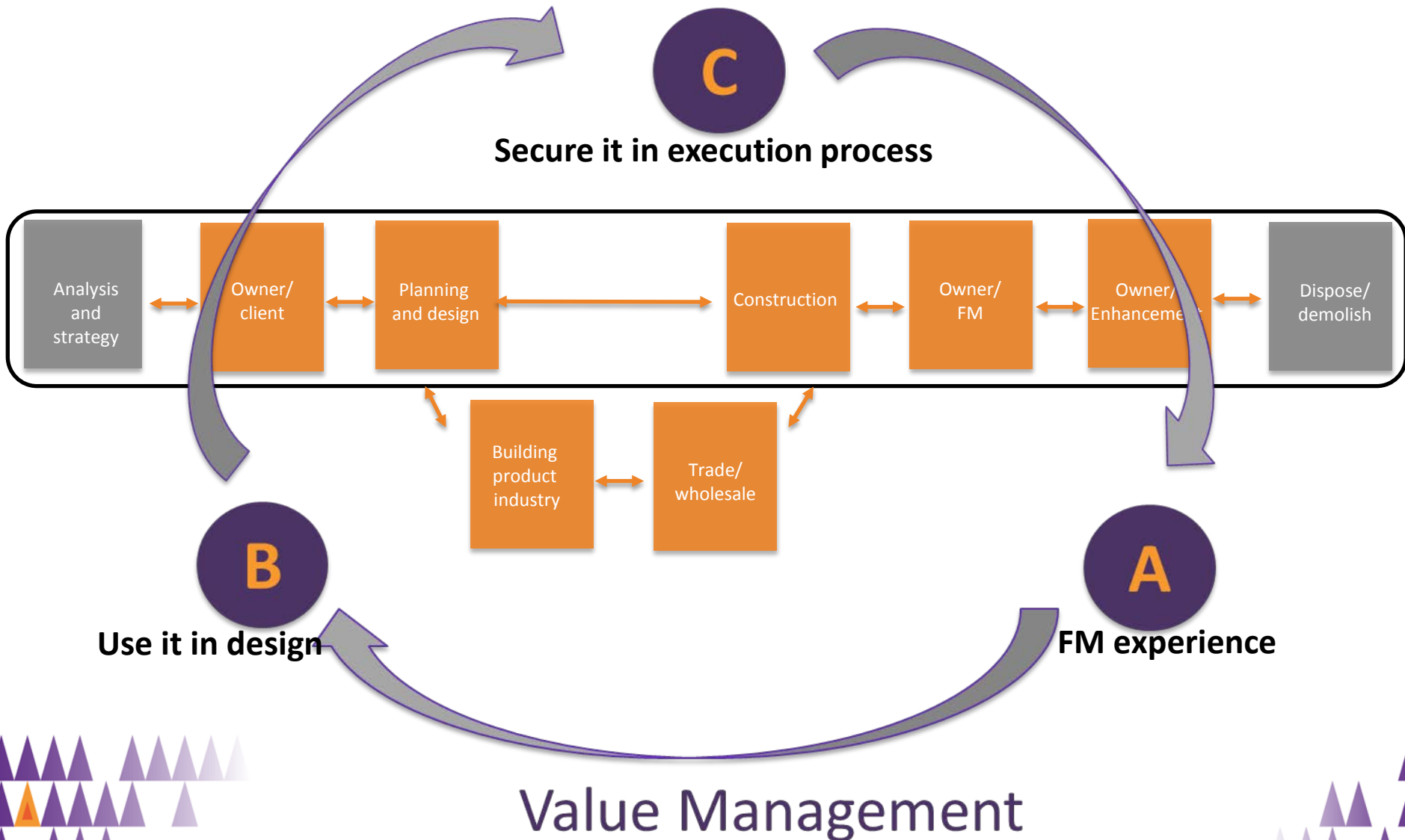
- «**Happy users gives happy organizations (core business) and owners**»

Main statements from OSCAR that will contribute to happiness:

1. **Logistics** for working processes
2. **Adaptable** building to upkeep **work efficiency** when changes in core business is a demand
3. **Good indoor** climate and individual regulation on temperature, sunscreen and air flow
4. **Good communication / response** time with **FM** when assistance is needed
5. **Upkeep quality** in workplace surroundings by preventive maintenance



# BASED ON FINDINGS – WHAT TO DO?



## IN THE PERSPECTIVE OF HAPPINESS FM SHOULD:

- **Search** for improvements and **identify need** and potential for changes in existing building portfolio – measuring user satisfaction and regular dialog with **users**.
- Consider the **potential for adaptations** and development of existing premises (**adaptability**, alternative use etc.) so that user satisfaction can be maintained over time.
- Get **involved in early phase** planning of projects - **transfer of experience** from operational phase.
- **Demonstrate the cost/benefit and added value** (both quantitative and qualitative methods)

**Remember: a lot of decisions in early design phase is irreversible when construction is finished**



# OSCAR-PRINCIPLES (A STARTING APPROACH)

O

## **OFFENSIVELY:**

To achieve good buildings for a better society, a precondition is to get satisfied users. Satisfied users make satisfied owners.

S

## **SMOOTH, SUPPORTIVE:**

Buildings should be usable over time and have to meet changing demands from user and owner. Adaptability, life cycle planning and – economy are in front line.

C

## **COMPETENT:**

Right composition of competence in early design phase is a prerequisite to see and understand the potential, possibilities and limitations within owners' idea and strategy.

A

## **ADDRESSING:**

An «OSCAR-bridge» with clarified information flow, decision gates and quality assurance must be executed between early – and user phase. This delivery of competence will secure transfer base for value creation.

R

## **RESPONDING:**

Access to adequate documentation must be understandable and easy available for all stakeholders in user phase.



# THANK YOU FOR LISTENING

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