

CIB FACILITIES MANAGEMENT CONFERENCE

USING FACILITIES IN AN OPEN WORLD

– CREATING VALUE FOR ALL STAKEHOLDERS



JOINT CIB W070, W111 & W118 CONFERENCE
TECHNICAL UNIVERSITY OF DENMARK, COPENHAGEN; 21 - 23 MAY 2014



W070 - FACILITIES MANAGEMENT AND MAINTENANCE

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THE HONG KONG
POLYTECHNIC UNIVERSITY
香港理工大學

Previous CIBW070 Symposia

Year	Country	Symposium Theme
Jan 2012	Cape Town, South Africa	Joint CIBW70, W092 & TG72 International Conference on Facilities Management, - Procurement Systems and Public Private Partnership.
Sept 2010	Sao Paulo, Brazil	FM in the Experience Economy. CIB Publication 336
June 2008	Edinburgh, Scotland	Facilities Management – Healthy and Creative Facilities.
June 2006	Trondheim, Norway	Changing User Demands on Buildings
Dec 2004	Hong Kong, China	Human Elements in Facilities Management - Understanding the needs of our customers. CIB Publication 297 (Hong Kong Polytechnic University)
Sept 2002	Glasgow, Scotland	Applying and Extending the Global Knowledge Base. CIB Publication 277
Nov 2000	Brisbane, Australia	Providing Facilities Solutions to Business Challenges – Moving towards Integrated Resources Management. CIB Publication 235 (Queensland University of Technology)
Nov 1998	Singapore	Management, Maintenance and Modernisation of Building Facilities – The Way Ahead into the Millennium
Sept 1996	Helsinki, Finland	User-oriented and Cost Effective Management, Maintenance and Modernisation of Building Facilities
Oct 1994	Tokyo, Japan	Strategies and Technologies for Maintenance and Modernisation of Buildings
Oct 1992	Rotterdam, The Netherlands	Innovations in Management, Maintenance and Modernisation of Buildings
Nov 1990	Singapore	Building Maintenance & Modernisation - Worldwide
Sept 1988	Edinburgh, Scotland	Whole-life Property Asset Management (Heriot-Watt University)
Sept 1983	Edinburgh, Scotland	Systems of Maintenance Planning (Heriot-Watt University)
1981	Tallberg, Sweden	Methods of Surveying and Describing Building Stock
1979	Rotterdam, The Netherlands	Research on Maintenance & Modernisation. CIB Publication 54

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Keynotes:

Building a full circle FM organization at DTU. Jacob Steen Møller, Director of Facilities, DTU Campus Service

From cubicles to coworking – workplaces in an open world. Juriaan van Meel, Senior Researcher at CFM and Partner in ICOP

FM Research – Meeting the needs of Industry? Keith Jones, Professor, University of Greenwich

Research Tracks:

- 1: FM performance and industry maturity
- 2: Sustainable building development
- 3: Workplace management
- 4: Clients and users
- 5: Building condition and evaluation
- 6: Energy management

Practice Tracks

- 1: Invited speakers and case studies
- 2: Invited speakers and case studies

Introduction and Background



MSc in Construction Management (Maintenance Management)
MSc in Facilities Management

Department of Building

1983-1996



MBA in Facilities Management
MSc in Facilities Management

School of Construction and Property

1996-2001



THE HONG KONG
POLYTECHNIC UNIVERSITY

香港理工大學

MSc/PgD in Facilities Management

Department of Building Services Engineering

2001-2014

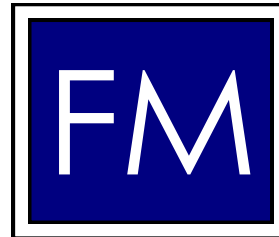
FM is Complex

Scope –
assets/functions/services

Type of business –
public/private, local/international

Stakeholders – client,
service providers, users,
owners, consultants, etc

Nature of portfolio –
disperse/concentrated,
age/condition



Management –
strategic vs operations

Organisation -
responsibilities &
positioning

Recognition – as a profession &
an academic discipline

Summary from review of FM definitions:

- Many definitions of FM, they suffer from being *too general* or *too restrictive* to be useful.
- In practice, FM covers an extremely wide range of activities which need to be managed in such a way as to positively assist an organisation in achieving its strategic objectives.
- Given the potential scope of FM, each organisation has to develop its own 'working definition' of FM that is meaningful and relevant to the organisation's context.
- FM scope can evolve over time as the organisation grows or shrinks.

FM in Practice

What business wants from FM?

FM & Business Support

- Understand the business you are supporting – *business dynamics*

FM & Design

- Understand the product you are managing – *asset management*

FM & Procurement

- Understand the supply market – *sourcing options*

FM & Sustainability

- Greening the built environment – *corporate social responsibilities*

FM & People

- Manage occupancy costs – *corporate culture and users' expectations*

Educational Provision in FM

- From certificate to PhD levels.
- Already in all continents, but patchy growth in different countries.
- Considerable variations in breadth and depth in coverage of facilities management content

“..At present, the agenda of facilities courses sometimes appears as unco-ordinated or illogically-formed lists, with no one quite knowing what to put in or what to leave out and with items sometimes included on the basis of staff availability or enthusiasms rather than on a clear idea of overall course structure...”

(Leaman, 1992, p.20).

Issues of Breadth in FM



Knowledge and Applications

Functions/services needed to support the business operations – getting the job done

Decisions relating to FM actions often rely on understanding and application of theories and principles that underpin:

- Economics and finance
- Human relationships and people management
- Use of technology in analytics and decision processes
- Physical asset management

Issues of Depth in FM



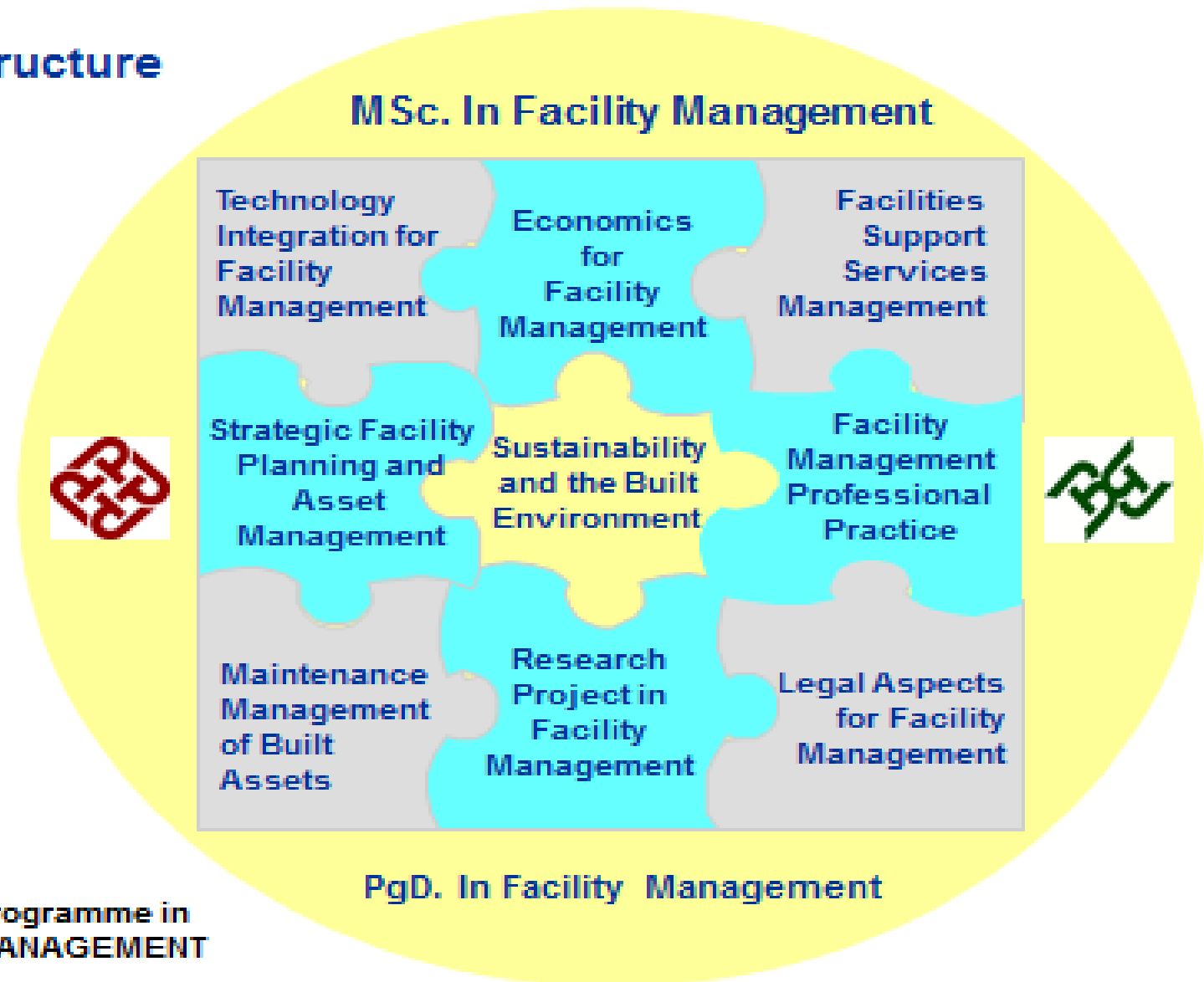
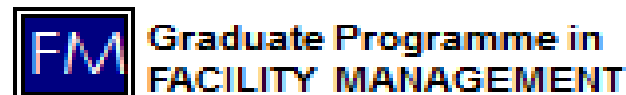
Structure and Influence

Current practice within an organisation - relates to context, culture and resources + how the FM role is perceived at corporate management level and actually reflected in organizational positioning, in level of resourcing and in value adding potential to the core business

Personal career development & knowledge acquisition rely on both hard and soft skills.

Rationalization as a Graduate Program

2012/13 Structure



FM as an inclusive practice

Three key related areas in the management of corporate facilities:

ASSETS

The business of managing assets

WORKSPACE

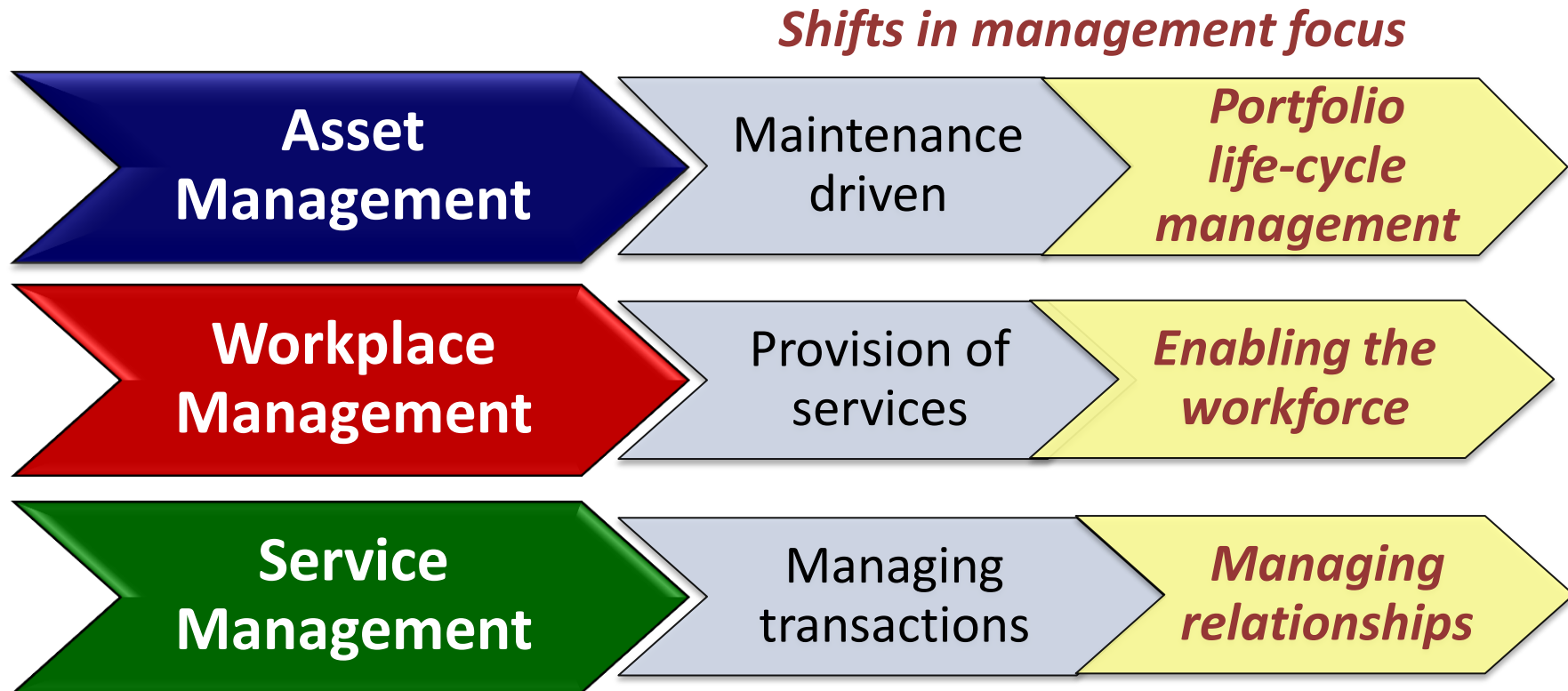
The business of space

SUPPORT SERVICES

The business of managing services

All three areas are impacted by technology developments & people (owners, users, service providers) are at the heart of decision making.

FM as an inclusive practice



***FM is about providing appropriate facilities solutions
to meet business challenges***

Shifts in FM Conceptualization

FM beyond transactions

About people, investments, assets & space

FM beyond buildings

About effective deployment and utilisation of functional space

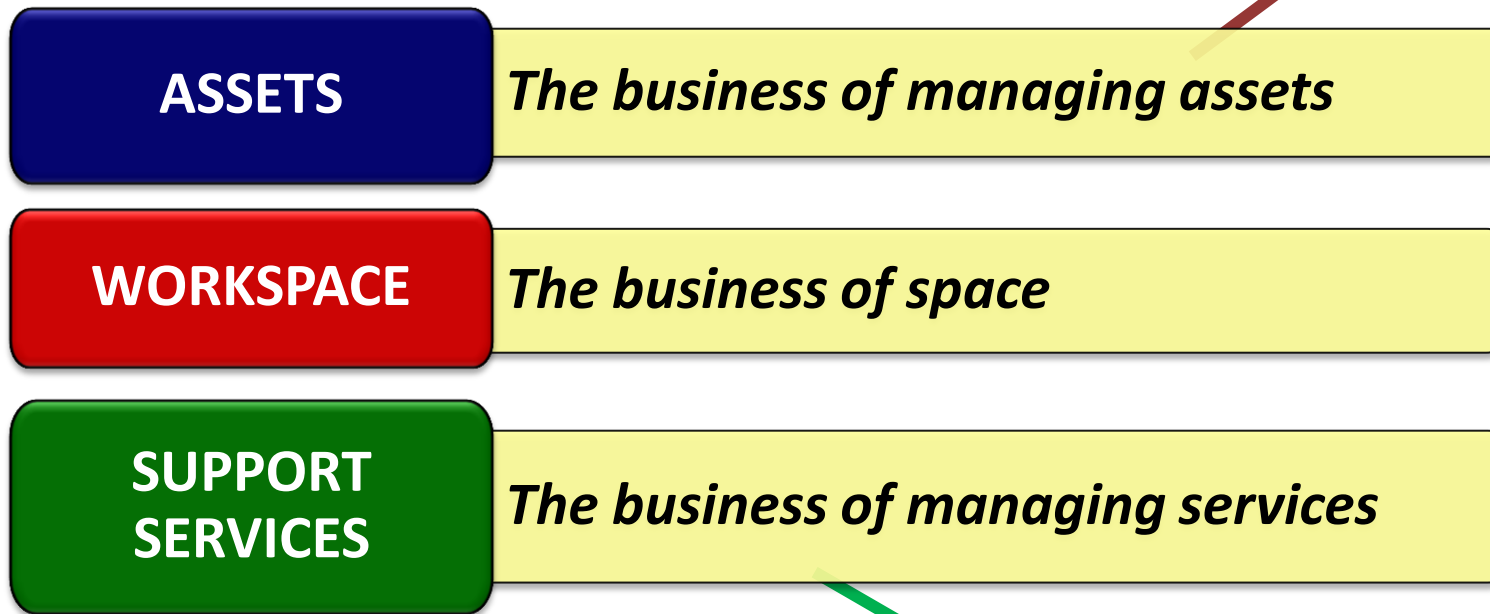
FM beyond costs

About alignment of supply and demand, value contribution to core business, affordability and appropriate services, and whole-life asset management



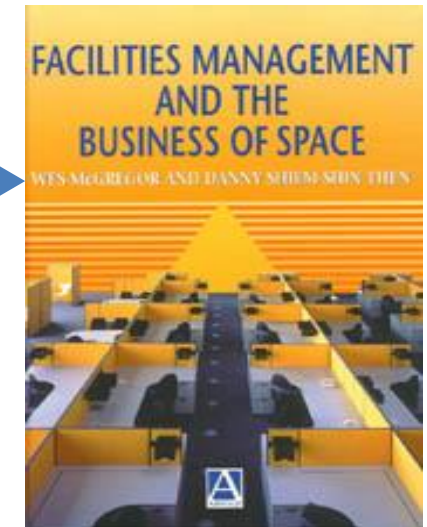
Themes for future research & FM programs development?

Management Aspects in FM



FACILITIES MANAGEMENT
AND THE BUSINESS OF
MANAGING ASSETS

DANNY THEN SHIEM SHIN & TAN TENG HEE



1999

2014/15 ?

FACILITIES
MANAGEMENT
AND THE
BUSINESS OF
MANAGING
SERVICES

Thank you for your attention

Closing Reflections

The management of physical asset(real estat) and the facilities and services within them, being one of the most under-managed business resource, offers ample opportunities to add value to business by being more effectively matched to business requirements.

I agree with Wagenberg's assertion:

"..development of FM theory has to take place in the practical context of FM. ... theory proofs itself in the reality of management of facilities."

Waganberg, 1997, p6.

*"Facility management as a profession and academic field",
International Journal of Facilities Management, Vol. 1 No.1.*