

CIB Facilities Management Conference
Technical University of Denmark, 21-23 May 2014

Tools for stakeholder involvement in Facility Management service design

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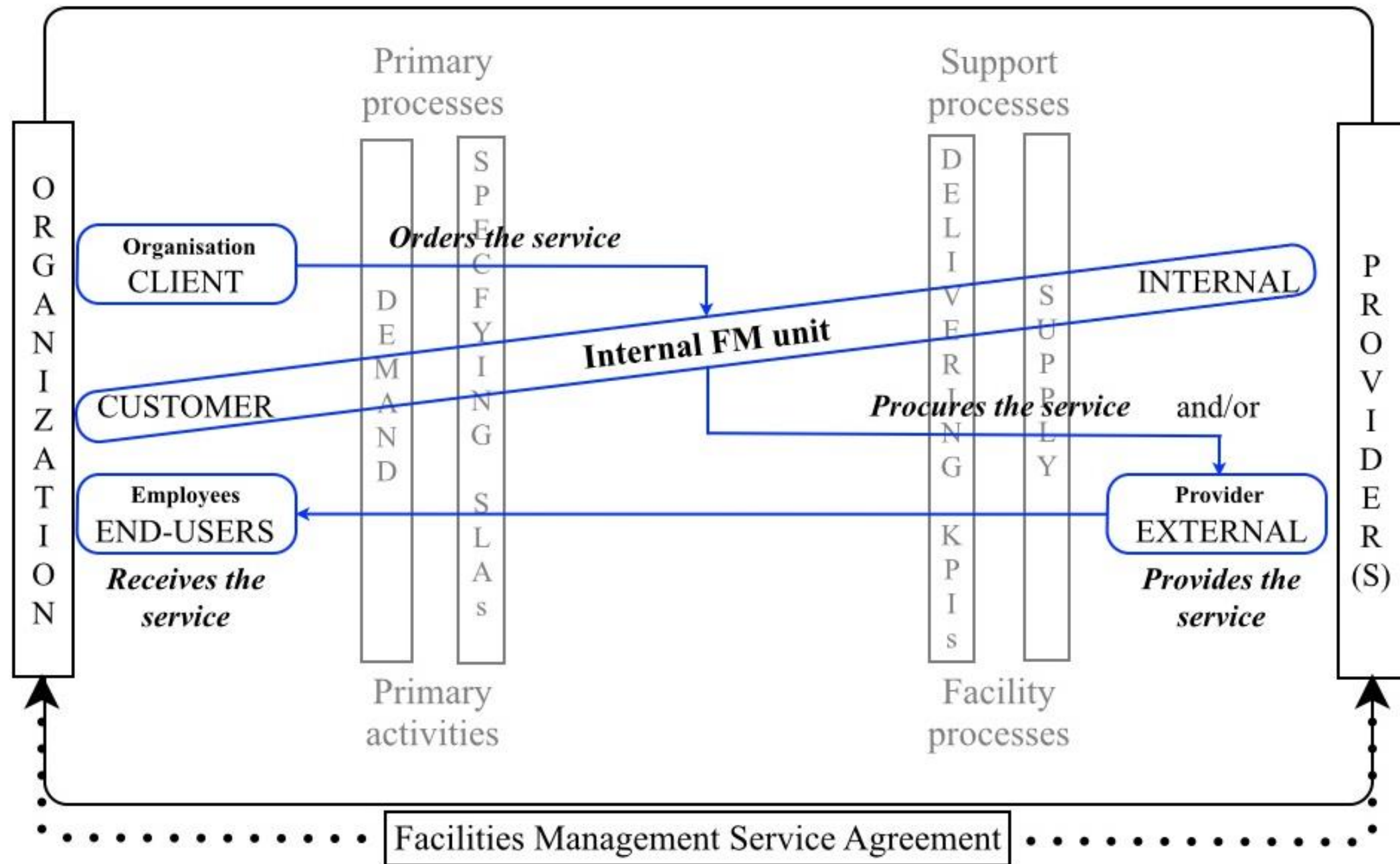
Agenda

- Background and motivation
- Theoretical background
- Methodology
- Findings
- Conclusion

Background and motivation

- In FM, innovation and new service design are becoming important to continuously increase stakeholder satisfaction and raise awareness on FM within organisations:
 - ➔ Research on FM service design is developing (e.g., Felten et al. 2012), but no study has so far focused on user involvement;
 - ➔ User involvement in FM is complicated by the *presence of internal and external providers + the multi-dimensionality of users.*

The FM value chain



Research question

Which tools do FM organisations use to design and develop FM services that are stakeholder centric, or that, at least, take into consideration stakeholder needs?

Theoretical background

This study draws on:

- FM literature differentiation between client, customer and end users (Coenen et al. 2013);
- Three roles of customers in new product development (Nambisan 2002; Scupola and Nicolajsen 2010): *co-creator, resource, and user*;
- Tools for user involvement in service design (Morelli 2002, 2006, 2009; Shostack 1982; Prandelli et al. 2008; Scupola and Nicolajsen 2013).

Tools for service design

Categories of Service Design Methods	Face-to-face methods	ICT-based methods
Examples of “direct methods”	Workshops Interviews Focus groups Ethnographic methods Qualitative service blueprinting	Idea competitions Blogs Facebook e-forums
Examples of “indirect methods”	Mapping and profiling tools Ethnographic methods Paper based surveys Complaint box	Online discussion groups Virtual communities Online surveys

Methodology

- Qualitative research method:
 - ➔ Literature review;
 - ➔ Data collection: 19 semi-structured interviews among FM practitioners (15 Danish organisations), archival sources, attendance in conferences and workshops;
 - ➔ Data analysis: deductive approach supported by Atlas.ti.

Company code	Role of company with respect to FM services	Core business	# employees	Position of interviewees
1	Client	Financial services	32500	Head of Contract Management & IFM Development
2	Client	Logistics	n.a.	Global Facility Management
3	Provider	Cleaning	300	CEO
4	Client	IT services	98000	Facility Manager
5	Research group	Research group	n.a.	Expert
6	Provider	Hard FM services	8000	Market Manager
7	Client	IT services	430000	Real Estate Site Operations Manager
8	Consultant/provider	Consulting	6200	Senior Project Manager FM Director
9	Client	Industrial biotech	5500	FM Manager FM Project Director Head of Knowledge Sharing and Engagement
10	Provider	FM services	534500	Commercial Director and CFO Director of Business Development Segment Director
11	Provider	Real estate	370	Driftschef
12	Provider	Technical FM	162000	Nordic Head of Projects Regional Director Projects Nordics
13	Client	Transport	5500	Facilities Manager Group Procurement Manager
14	Client	Telecom equipment	7500	Global Head of Facility Management
15	Provider	FM services	7000	Director of Business Development

Findings: FM service design and stakeholder involvement

- Involvement of stakeholder in FM service design depends on:
 - ➔ Offered FM services (Alam & Perry 2002);
 - ➔ Specific role of each stakeholder (client, customer and end user as co-creator, resource and/or user) with regard to the service:
 - ➔ The more strategic the focus, the more direct the involvement -> from co-creation through direct involvement to involvement as user through passive observation.

Example I: FM service design and stakeholder involvement

We write in our Site Service Agreements that we want to see improvement suggestions one, two or three times per quarter, per month, whatever it is, for these regular meetings. And then it's of course up to me to say "no, I don't want this", but I want to have the choice to say no.

Head of Global FM, FM client

Findings: FM service design and stakeholder involvement II

The suppliers came with a very famous chef in Sweden and we cooked with him. We were 5 teams (one or two from the provider and one or two from us): we had to make a main course and a starter. Just trying to break down barriers, so people start to share knowledge.

Head of Contract Management and IFM development, FM client

The investigation was about having workshops with the client's and our employees to understand and we actually said: we are on your side, what gets in your way? (...) What do you spend time on? What doesn't work? What's the hassle?

Commercial Director and CFO, FM Service Provider

Tools for stakeholder involvement in FM service design

		Co-creator	Resource	User
Client/organisation	Direct methods	Regular and ad hoc meetings Workshops	Workshops Qualitative service blueprinting	Ad-hoc meetings
	Indirect methods	N.A.	N.A.	N.A.
Customer/internal FM unit	Direct methods	Face-to-face meetings Workshops Ethnographic methods Qualitative service blueprinting	Workshops Ethnographic methods	Workshops
	Indirect methods	Mapping and profiling tools*	Mapping and profiling tools*	N.A.
End-user/employees	Direct methods	Ethnographic methods	Face-to-face interviews Workshops Ethnographic methods	Workshops Ethnographic methods
	Indirect methods	N.A.	User surveys* Mapping and profiling tools*	User surveys*

Conclusion

- Heterogeneity of stakeholder roles = diverse tools to support successful stakeholder involvement in FM service design;
- Planning stakeholder involvement for FM service design:
 - ➔ *Which stakeholders* do we want to involve *in which phase* of the design process?
 - ➔ *Which type of involvement* (co-creator, resource, user) should be facilitated for each stakeholder *in which phase* of the design process?
 - ➔ *Which tools* is best *for which type of involvement*?

Thank you for your attention

Question and/or comments?