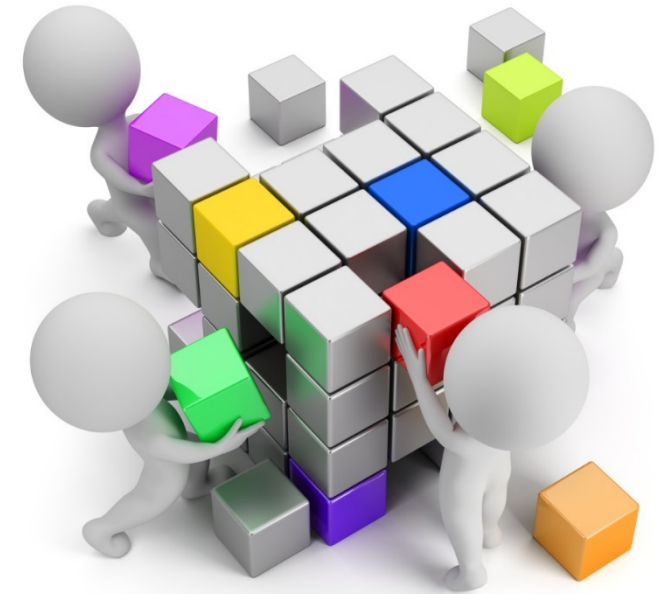


How can FM service providers improve their service delivery through value co-creation?

Petrulaitiene, V., Rytkönen, E., Nenonen, S.



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How should FM services improve? And how can FM service providers benefit from co-creation?



U B E R-I Z A T I O N

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- Value created in the network is the competitive advantage of the future
- Co-creation and learning are key processes for service innovation

Value of the paper can be captured in few points

- 4 key service points that can improve consumption, experience, and economic value for customers
- Value of FM offering can be increased through collaboration and orientation towards end-users
- New approach to FM services

Outline

Prior studies and theory-in-use

Data and Methodology

Analysis process

Results and Conclusions



Two theoretical approaches directed this study

Value co-creation

- Service science point of view (*e.g. Vargo and Lusch 2008; Saarijärvi et al. 2013*)
- Customer involvement (*e.g. Kozinets et al. 2008; Kristensson et al. 2008*)
- Benefits of value co-creation (*e.g. Bitner et al. 2008; Mustak et al. 2013; Terho et al. 2012*)

FM and added value

- Frameworks for capturing added value in FM and CREM (*e.g. Jensen 2010; Appel-Meulenbroek 2014; Lindholm et al. 2006*)
- Added value from a customer perspective (*e.g. Coenen et al. 2013*)
- Value to beneficiaries (*e.g. Jensen et al. 2012; Coenen and Schäfer-Cui 2013*)

Added value to customers from FM and co-creation perspectives

	FM		Value co-creation	
Clients	Improved performance	↓	Improved economic value	↑
Customers	Improved processes		Improved experience	
End-users	Improved satisfaction		Improved experience and consumption	

Study followed qualitative methodology

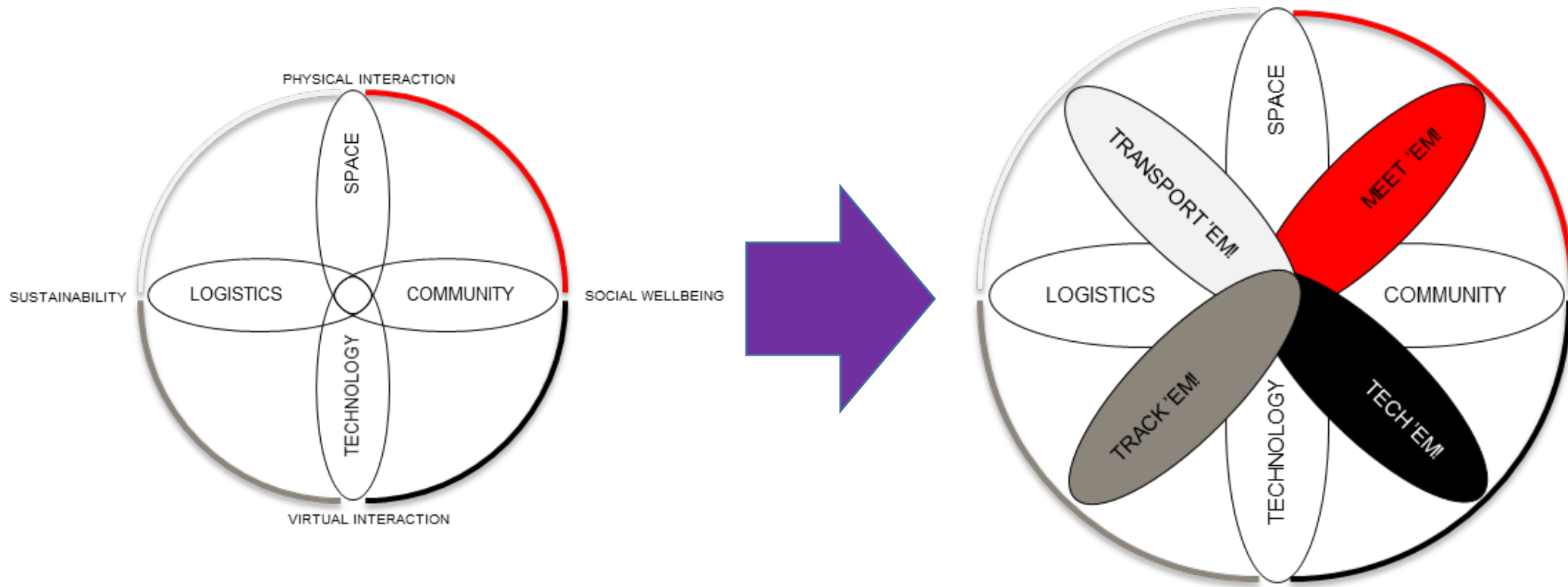
Services' analysis

- 103 service businesses
- Business Model Canvas (Osterwalder et al. 2010)
- based on the needs of a knowledge worker

Service attributes

- 10 in-depth interviews with practitioners and their customers
- Content analysis

Within-case and cross-case comparisons lead towards identification of service paths



Content analysis of interviews pointed us to 4 main attributes regarding the development of FM services

	Service provider	Service provider	Service provider	Outsourced FM service provider	Outsourced FM service provider	Customer	Customer	Customer	Service provider	Service provider
INTERVIEW NUMBER	1	2	3	4	5	6	7	8	9	10
User – a centre of service	x	x	x	x	x		x	x		x
From B2B to B2C	x	x		x						
Packaged services	x	x	x	x			x			x
Levelled services			x			x	x		x	x

Value to customers can be improved through different solutions

FM solutions from practitioners	Value co-creation	
Solution developed by many	Improved economic value	Clients
Resource reduction; packaging and levelling of services	Improved experience	Customers
Changing communication and sharing know-how	Improved consumption and experience	End-users



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