

## CFM Publications 2008-2017

December 2017

### Introduction

This document includes a list of all CFM's publications in 2008, 2009, 2010, 2011, 2012, 2013, 2014, 2015, 2016 and 2017. Besides actually published titles the list includes publications (not abstracts) submitted for review/publication (included in 2017). The list is generally in English. For publications written in other languages the original title is presented first followed by a translation to English in brackets. Within each category the publications are listed in chronological order with the most recent first.

### Overview

Publication Type	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	Sum
Books, Dissertations	3	0	2	2	5	3	2	3	8	3	31
Journal Articles	1	1	2	9	10	6	6	8	5	12	59
Chapters in Books etc.	2	3	2	2	35	39	0	1	12	3	99
Research Reports	4	6	6	5	6	6	1	5	0	0	39
Conference Papers	4	6	19	24	11	12	13	13	7	8	117
Popular Articles	8	9	11	12	15	6	7	7	8	15	98
<b>Total</b>	<b>22</b>	<b>25</b>	<b>42</b>	<b>54</b>	<b>82</b>	<b>72</b>	<b>29</b>	<b>37</b>	<b>40</b>	<b>40</b>	<b>443</b>

### Books (31 titles)

Susanne Balslev Nielsen, Per Anker Jensen and Rikke Brinkø (eds.): *Research Papers for EuroFM's 16th Research Symposium at EFMC2017, 25-28 April in Madrid, Spain*. EuroFM, Centre for Facilities Management - Realdania Research, DTU Management Engineering, and Polyteknisk Forlag, April 2017.

Rikke Brinkø: *A Guide to Shared Space in Municipalities*. Booklet. Centre for Facilities Management - Realdania Research, DTU Management Engineering, April 2017.

Per Anker Jensen. and Theo van der Voordt. (eds.) (2017) *Facilities Management and Corporate Real Estate Management as Value Drivers: How to Manage and Measure Adding Value*. Oxfordshire: Routledge. Available September 2016.

Rikke Brinkø, Susanne Balslev Nielsen (Main supervisor), Juriaan van Meel (Supervisor): *Realising the potential of shared space in facilities management*. PhD thesis. Danmarks Tekniske Universitet. April 2017.

Anne Vorre Hansen: *What's at stake? Critically exploring the concept of value co-creation in service research – Or an anthropologist going na(rra)tive in business administration*. PhD. Thesis. Roskilde University, October 2016.

Rikke Brinkø: *Guide til shared space i kommuner (Guide to shared space in municipalities)*. Booklet. Centre for Facilities Management - Realdania Research, DTU Management Engineering, October 2016.

Per Anker Jensen (ed.): *Facilities Management Research and Practice – Does FM Contribute to Happiness in the Nordic Countries*. Proceedings of CFM's Second Nordic Conference 29-30 August 2016. Centre for

Facilities Management - Realdania Research, DTU Management Engineering, and Polyteknisk Forlag, August 2016.

Susanne Balslev Nielsen and Per Anker Jensen (eds.): *Research Papers for EuroFM's 15th Research Symposium at EFMC2016, 8-9 June in Milan, Italy*. EuroFM, Centre for Facilities Management - Realdania Research, DTU Management Engineering, and Polyteknisk Forlag, June 2016.

Aneta Fronczek-Munter (2016): *Usability Briefing for hospital design: Exploring user needs and experiences to improve complex buildings*. PhD Dissertation. Department of Management Engineering, Technical University of Denmark.

Poul Ebbesen: *Adding value to facilities management with information technology. Establishing a conceptual framework for information system implementation processes in facilities management*. PhD Dissertation. Department of Management Engineering, Technical University of Denmark, February 2016.

Per Anker Jensen: *Håndbog i Facilities Management (Handbook on Facilities Management)*. 3 extended edition, 1 reprint. Danish Facilities Management Association (Dansk Facilities Management - netværk), January 2016.

Juriaan van Meel, Juriaan: *Workplaces Today*. ICOP and Centre for Facilities Management - Realdania Research, Technical University of Denmark, 2015.

Rimante A. Cox: *Climate Change and Its Impact on the Operation and Maintenance of Buildings*. PhD Thesis. DTU Civil Engineering, Report No. 312, 2015.

Per Anker Jensen: *Vejledning i benchmarking – Udvendig vedligehold af bygninger (Guideline on benchmarking – External maintenance of buildings)*. Booklet. Available for download at [www.dfm-benchmarking.dk/](http://www.dfm-benchmarking.dk/). Danish Facilities Management benchmarking. August 2015.

Giulia Nardelli: *Innovation in services and stakeholder interactions: cases from facilities management*. PhD Dissertation. Roskilde University, November 2014.

Per Anker Jensen (ed.): *Proceedings of 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*. Centre for Facilities Management - Realdania Research, DTU Management Engineering, and Polyteknisk Forlag, May 2014.

Per Anker Jensen: *Facilities Management – Fup eller fakta? – En quizbog med spørgsmål og svar til FM-professoren. (Facilities Management – Fiction or Fact? – A quiz book with questions and answers from the FM professor)*. Centre for Facilities Management - Realdania Research and Danish Facilities Management Association. June 2013.

Kjeld Nielsen, Per Anker Jensen and Eva Kartholm (ed.): *CFM artikler 2009-2013 - Sænummer af FM Update (CFM articles 2009-2013 - Special Issue of FM Update)*. Danish Facilities Management Association, June 2013. ISBN 978-87-996264-0-3.

Akarapong Katchamart, Per Anker Jensen (main supervisor), Juriaan van Meel (co-supervisor): *Profiling Value Added Position in FM*. PhD thesis 8.2013, DTU Management Engineering, May 2013.

Per Anker Jensen, Theo van der Voordt and Christian Coenen (eds.): *The Added Value of Facilities Management – Concepts, Findings and Perspectives*. Centre for Facilities Management - Realdania Research, DTU Management Engineering, and Polyteknisk Forlag, May 2012.

Antje Junghans and Per Anker Jensen (eds.): *Proceedings of the 11th EuroFM Research Symposium - 24-25 May in Copenhagen, Denmark*. Centre for Facilities Management - Realdania Research, DTU Management Engineering, and Polyteknisk Forlag, May 2012.

Markus Holzweber: *Services Strategies in Facilities Management: Resources and Activities*. PhD thesis. Roskilde University. May 2012.

Kirsten Ramskov Galamba: *Public Facilities Management and Action Research for Sustainability*. PhD thesis 6.2012. DTU Management Engineering. May 2012.

Per Anker Jensen and Susanne Balslev Nielsen (eds.): *Facilities Management Research in the Nordic Countries – Past, Present and Future*. Centre for Facilities Management - Realdania Research, DTU Management Engineering, and Polyteknisk Forlag, January 2012.

Per Anker Jensen (ed.): *Nordic Facilities Management Conference 22-23 August 2011. Book of Abstracts*. Centre for Facilities Management - Realdania Research, DTU Management Engineering, August 2011.

Per Anker Jensen: *Håndbog i Facilities Management (Handbook on Facilities Management)*. 3. extended edition. Danish Facilities Management Association (Dansk Facilities Management - netværk), January 2011.

Juriaan van Meel, Yuri Martens and Hermen Jan van Ree: *Planning Office Spaces – a practical guide for managers and designers*. Laurence King Publisher. A version with special cover published by CFM for promotion. Autumn 2010.

Per Anker Jensen: *Facilities Management – Et erhverv af voksende betydning (Facilities Management – An industry of increasing importance)*. Booklet. Published in collaboration between CFM and Danish Facilities Management Association. January 2010.

Per Anker Jensen, Kjeld Nielsen and Susanne Balslev Nielsen: *Facilities Management Best Practice i Norden – 36 cases (Facilities Management Best Practice in the Nordic Countries – 36 cases)*. Centre for Facilities Management - Realdania Research, DTU Management Engineering, 2008.

Per Anker Jensen, Kjeld Nielsen and Susanne Balslev Nielsen: *Facilities Management Best Practice in the Nordic Countries – 36 cases*. Centre for Facilities Management - Realdania Research, DTU Management Engineering, 2008.

Per Anker Jensen: *Facilities Management for Students and Practitioners*. Centre for Facilities Management - Realdania Research, DTU Management Engineering, 2008.

## Journal Articles (59 titles – 19 ISI-indexed)

Helle Lohmann Rasmussen, Per Anker Jensen, Susanne Balslev Nielsen and Anders Højen Kristiansen: *Initiatives to integrate operational knowledge in design: a building client perspective*. Under review for special edition of Facilities.

Brinkø, Rikke: *Shared space in practice and theory: A cross-case analysis*, *Journal of Facilities Management*, Vol. 16, issue 2, 2018. Forthcoming.

Susanne Balslev Nielsen and Rikke Brinkø: *Access over ownership: The case of meeting facilities in Lyngby Knowledge City*, Under review for special edition of Facilities.

Giulia Nardelli and Marcel Broumels: *Managing innovation processes through value co-creation: a process case from business-to-business service practise*. The International Journal of Innovation Management, Accepted 2917 **ISI-indexed**.

Nardelli, G., Rajala, R. (2018) *The evolution of facility management business models in supplier-client relationships*, *Journal of Facilities Management*, Vol. 16 Iss.1, **ISI-indexed**. Accepted/In press

Rikke Brinkø: *Shared space in public real-estate: A guide*. *Journal of Facilities Management*. Vol. 15, issue 4, September 2017, pp 335-351.

Per Anker Jensen: *FM knowledge – theoretical foundation and application in practice*. Journal of Facilities Management, Vol. 16, No. 3, 2017. Guest editorial. Special Issue. **ISI-indexed.**

Per Anker Jensen: *Strategic Sourcing and Procurement of Facilities Management Services*. Journal of Global Operations and Strategic Sourcing, Vol. 10, No. 2, 2017, **ISI-indexed.**

Giulia Nardelli: *Innovation Dialectics: An Extended Process Perspective on Innovation in Services*. The Service Industries Journal, **ISI-indexed.** Published online 15 February 2017

Anne Vorre Hansen: *What stories unfold – empirically grasping value co-creation*. European Business Review, Vol. 29, No. 1, 2017, pp. 2-14.

Anne Vorre Hansen. Louise Li Langergaard: *Democracy and non-profit housing. The tensions of residents' involvement in the Danish non-profit sector*. Housing Studies, Vol. 32, No. 3, 2017. **ISI-indexed.**

Theo van der Voordt, Per Anker Jensen, Jan Gerard Hoendervanger and Feike Bergsma: *Value Adding Management of buildings and facility services in four steps*. Corporate Real Estate Journal, Vol. 6, No. 1, 2016, pp. 42-56.

Susanne Balslev Nielsen: Anna-Liisa Sarasoja and Kirsten Ramskov Galamba: *Sustainability in Facilities Management: An overview of current research*. Facilities, Vol. 34, Issue 9/10, pp. 535-563, 2016.

Kirsten Ramskov Galamba and Susanne Balslev Nielsen: *Towards Sustainable Public Facilities: collectively building capabilities*. Facilities, Vol. 34, Issue 3/4, pp. 177-195, 2016.

Susanne Balslev Nielsen and Mostafa Moheni: *Structural Capability of an Organization toward Innovation Capability*. Journal of Management Research, Vol. 8, Issue 2, pp. 86-102, 2016.

Susanne Balslev Nielsen and Marina Bergen Jensen: *Towards Sustainable Urban Water Governance in Denmark: collectively building of capabilities in local authorities*. International Journal of Innovation and Sustainable Development. 10(2):103, January 2016.

Stig I. Olsen, Susanne B. Nielsen, Marina Ejlersen, Tim McAloone: *Teaching sustainability in engineering solutions*. Int. J. of Innovation and Sustainable Development (IJISD). Vol. 9, No. 2, 2105, pp. 157-167.

Per Anker Jensen: *Best papers from the CIB Facilities Management Conference 2014*. Facilities, Vol. 33, No. 11/12, 2015. Guest editorial. Special Issue. **ISI-indexed.**

Brinkø, Rikke; Nielsen, Susanne Balslev; Meel, Juriaan van: *Access over ownership – a typology of shared space*. Facilities, Vol. 33, No. 11/12, 2015, p. 736-751.

Cox RA, Nielsen SB, Rode C, *Coupling and quantifying resilience and sustainability in facilities management*. Journal of Facilities Management. Vol. 13, Issue 4, 2015.

Per Anker Jensen and Esmir Maslesa: *Value Based Renovation – A Tool for Decision-making and evaluation*. Building and Environment, Issue 92, October 2015, pp. 1-9. **ISI-indexed.**

Giulia Nardelli: *The interactions between ICT and innovation in services: a conceptual typology*, International Journal of Information Systems in the Service Sector (IJISSS). Vol. 7, Issue 3, 2015.

Giulia Nardelli; Jesper Ole Jensen and Susanne Balslev Nielsen: *Facilities management innovation in public-private collaborations: Danish ESCO projects*. Journal of Facilities Management. Vol. 13, Issue 2, 2015.

Cox RA, Drews M, Rode C, Nielsen SB, *Simple future weather files for estimating heating and cooling demand*, Building and Environment, January 2015, Vol. 83, pp. 104-114. **ISI-indexed.**

Storvang, P. and Clarke, A.H.: *How to Create a Space for Stakeholder Involvement in Construction*. Construction Management and Economics, Vol. 32, No. 12, 2014, pp. 1166-1182, 2014.

Danny Shiem-shin Then, Teng-hee Tan, Rogerio Fonseca Santovito and Per Anker Jensen: *Attributes of Alignment of Real Estate and Facilities Management to Business Needs – an international comparative analysis*. Journal of Corporate Real Estate, Vol. 16, No. 2, pp.80-96, 2014.

Per Anker Jensen, Theo van der Voordt, Christian Coenen and Anna-Liisa Sarasoja: *Reflecting on Future Research Concerning the Added Value of Facilities Management*. Facilities, Vol. 32, No. 13/14. Special Issue. Available on-line September 2014.

Per Dannemand Andersen, Allan Dahl Andersen, Per Anker Jensen, and Birgitte Rasmussen: *Innovation-system foresight in practice. Nordic facilities management foresight*. Futures, Vol. 61, September 2014, pp. 33-44. **ISI-indexed**.

Ada Scupola: *The relation between innovation sources and ICT roles in Facility Management Organizations*. Journal of Facilities Management, Vol. 12, No. 4, 2014.

Per Anker Jensen, Per Dannemand Andersen and Birgitte Rasmussen: *Future Research Agenda for FM in the Nordic Countries of Europe*. Facilities, Vol. 32, Special Issue, Issue 1/2, 2014.

Akarapong Katchamart: *Mapping Value Added Positions in Facilities Management by Using a Product-Process Matrix*. Journal of Facilities Management. Vol. 11 Iss: 3, pp.226 – 252, 2013.

Jesper Ole Jensen, Susanne Balslev Nielsen and Jesper Rohr Hansen: *Greening Public Buildings: ESCO-Contracting in Danish Municipalities*. Energies, Special Issue on Energy Efficient Buildings and Green Buildings. Energies, 2013, 6, 2407-2427. **ISI-indexed**.

Ástmarsson, B., Jensen, P.A. and Maslesa, E.: *Sustainable Renovation of Residential Buildings and the Landlord/Tenant Dilemma*. Energy Policy, Vol. 63, December 2013, pp. 355-362. Available on-line September 2013. **ISI-indexed**.

Markus Holzweber: *The Notion of Strategy in Facilities Management*. Journal für Facility Management, No. 6, 2013.

Gohardani, N., Björk, F., Jensen, P.A., Maslesa, E., Kanarachos, S. and Fokaides, P.A.: *On Stakeholders and the Decision Making Process Concerning Sustainable Renovation and Refurbishment in Sweden, Denmark and Cyprus*. Architecture & Environment, Vol. 1, Issue 2, pp. 21-28, 2013.

Per Anker Jensen and Elvar Ingi Jóhannesson: *Building Information Modelling in Denmark and Iceland*. Engineering, Construction and Architectural Management, Vol. 20, Issue 1, 2013.

Munksgaard, K.M., Clarke, A.H., Storvang, P. and Erichsen, P.G.: *Product development with multiple partners: Strategies and conflicts in networks*, Industrial Marketing Management 41(3), 2012, pp. 438-447. **ISI-indexed**.

Mikkel Thomassen and Juriaan van Meel: *All information er ingen information (All information is no information)*. Arkitekten, November 2012, pp. 25-26.

Per Anker Jensen and Elvar Ingi Jóhannesson: *Building Information Modelling in Denmark and Iceland*. Engineering, Construction and Architectural Management, Vol 20, Issue 1, pp. 99-110, 2013. Electronic version available October 2012.

Per Anker Jensen: *Knowledge Transfer from Facilities Management to Building Projects: Presentation of a Model of Transfer Mechanisms*. Architectural Engineering and Design Management, Vol. 8, Issue 3, pp. 170-179, 2012.



Rúnar Örn Ágústsson and Per Anker Jensen: *Building Commissioning: What can other countries learn from the US experience?* Journal of Performance of Constructed Facilities, Vol. 26, No.3, pp. 271-278, 2012. **ISI-indexed.**

Per Anker Jensen, Theo van der Voordt, Christian Coenen, Daniel von Felten, Anna-Liisa Lindholm, Susanne Balslev Nielsen, Chaiwat Riratanaphong and Mirjam Pfenninger: *In Search for the Added Value of FM: What we know and what we need to learn.* Facilities, Vol. 30, No 5/6, pp. 199-217, 2012. Achieved Highly Commended Paper Award from Emerald.

Susanne Balslev Nielsen, Per Anker Jensen and Jesper Ole Jensen: *The Strategic Facilities Management Organisation in Housing: Implications for Sustainable Facilities Management.* International Journal of Facility Management, Vol. 3, No. 1, March 2012.

Ada Scupola: *Managerial Perceptions of Service innovation in Facility Management Organizations.* Journal of Facilities Management. Vol. 10, No. 3, 2012.

Markus Holzweber, Jan Matsson, Doren Chadee and Revti Raman: *How dynamic capabilities drive performance in the Indian IT industry: The role of information and co-ordination.* Service Industries Journal, Vol. 32, Nr. 4, s. 531-550, 2012. **ISI-indexed.**

Ada Scupola: *ICT Adoption in Facilities Management Supply Chain: The Case of Denmark.* Journal of Global Information Technology Management, Vol. 15, No. 1, 2012. **ISI-indexed.**

Per Anker Jensen and Mattia Varano: *Technical Due Diligence: A study of current practice in assessment of buildings.* Journal of Performance of Constructed Facilities, Vol. 25, No.3, pp. 217-222, June 1, 2011. **ISI-indexed.**

Juriaan van Meel: *The origins of new ways of Working. Office concepts in the 1970s.* Facilities, Vol. 29, No. 9/10, pp. 357-367, 2011.

Ada Scupola and Virpi Tuunainen: *Open innovation and role of ICT in business-to-business services: Empirical Evidence from Facility Management Services.* Sprouts: Working Papers on Information Systems, 11(158). <http://sprouts.aisnet.org/11-158S>, Pre-ICIS Workshop Sigsvc2011, Shanghai, 2011 (published online, ISSN 1535-6078).

Per Anker Jensen: *Strategy and Space: A Longitudinal Case Study of Broadcasting Facilities.* International Journal of Strategic Property Management, Vol. 15, No. 1, pp. 35-47, April 2011. **ISI-indexed.**

Per Anker Jensen: *Innovative Procurement and Partnerships in Facilities Management.* International Journal of Facility Management, Vol. 2, No. 1, May 2011.

Per Anker Jensen: *Organisation of Facilities Management in relation to Core Business.* Journal of Facilities Management, Vol. 9, No. 2, 2011. Achieved Highly Commended Paper Award from Emerald.

Lentje Volker and Juriaan van Meel: *Dutch design competitions: lost in EU directives? Procurement issues of architect selections in the Netherlands.* Geographica Helvetica, Issue 1, pp. 24-32, 2011.

Per Anker Jensen: *Inclusive Briefing and User Involvement: Case Study of a Media Centre in Denmark.* Architectural Engineering and Design Management, Vol. 7, pp. 38-49, 2011.

Jan Lilliendahl Larsen, Morten Elle, Birgitte Hoffmann, Peter Munthe-Kaas: *Urbanising facilities management: the challenges in a creative age.* Facilities. Vol. 29, No. 1/2, pp. 80-92, 2011.

Per Anker Jensen: *The Facilities Management Market in Denmark.* Facilities. Vol. 28, No. 7/8, pp. 348-357, 2010.

Per Anker Jensen: *The Facilities Management Value Map: a conceptual framework.* Facilities, Vol. 28, No. 3/4, pp. 175-188, 2010.

Per Anker Jensen: *Design Integration of Facilities Management: A Challenge for Knowledge Transfer*. Architectural Engineering and Design Management, vol. 5, pp. 124-135, 2009.

Per Anker Jensen: *The origin and constitution of facilities management as an integrated corporate function*. Facilities, Vol. 16. No 13/14, 2008.

## Chapters in Books/Reports (99 titles)

Poul Ebbesen: *Information System Strategies in Facility Management*. Chapter 17 in: May, M. and Williams, G. (eds.): *The Facility Manager's Guide to Information Technology, An International Collaboration*, 2<sup>nd</sup> Edition. International Facility Management Association, 2017.

Per Anker Jensen: *Foreword*. In: Cristian Roberto Valle Kinloch, Jianing Ye and David Collins: *Young researchers and practitioners in FM (YR&P): A Survey feedback of concerns and expectations*. A report by YR&P. EuroFM, April 2017.

Per Anker Jensen: *Facilities Management (FM)*. Section 1.5.7 in *Anlægsteknikforeningen i Danmark: Anlægsteknik 2 - Styling af byggeprocessen*. (Construction Management 2 – Management of the construction process). 4. edition. Polyteknisk Forlag, 2017.

Anne Vorre Hansen: *Narratives as driver for co-creating new stories of services* (2017). In Sørensen, F. & Lapenta F. (Eds.), *Research methods in service innovation*. Location: Edward Elgar Publishing Ltd., 2017, pp. 76-94.

Chapters in: Jensen, P.A. and Van der Voordt, T. (eds.) (2016) *Facilities Management and Corporate Real Estate Management as Value Drivers: how to Manage and Measure Adding Value*. Oxfordshire: Routledge.

Chapter 1 Jensen, P.A. and Van der Voordt, T.: *Introduction and Overall Framework*.

Chapter 2 Jensen, P.A. and Van der Voordt, T.: *FM and CREM Interventions*.

Chapter 3 Jensen, P.A. and Van der Voordt, T.: *Value Adding Management*.

Chapter 4 Van der Voordt, T. and Jensen, P.A.: *Value Parameters*.

Chapter 7 Van der Voordt, T. and Van Meel, J.: *Culture*.

Chapter 8 Jensen, P.A. and Van der Voordt, T.: *Health and Safety*.

Chapter 11 Appel-Meulenbroek R. and Nardelli, G.: *Innovation and creativity*

Chapter 12 Jensen, P.A. and Redlein, A.: *Risk*.

Chapter 13 Redlein, A. and Jensen, P.A.: *Cost*.

Chapter 15 Nielsen, S.B., Junghans, A. and Jones, K.: *Sustainability*

Chapter 17 Hoendervanger, J.G., Bergsma, B., Van der Voordt, T. and Jensen, P.A.: *Tools to Measure and Manage Adding Value by FM and CREM*.

Chapter 18 Van der Voordt, T. and Jensen, P.A.: *Reflections, Conclusions and Recommendations*.

Chapters in Kjeld Nielsen, Per Anker Jensen and Eva Kartholm (ed.): *CFM artikler 2009-2013 - Sænummer af FM Update (CFM articles 2009-2013 - Special Issue of FM Update)*, Danish Facilities Management Association, June 2013. ISBN 978-87-996264-0-3:

- Page 5-10 Per Anker Jensen: *CFM 2008-2012 – en oversigt (CFM 2008-2012 – an Overview)*.
- Page 11-14 Per Anker Jensen: *Den historiske udvikling af Facilities Management – med DR som case (The Historical Development of Facilities Management – with DR as a case)*.
- Page 15-16 Per Anker Jensen: *Hvordan ser den perfekte FM organisation ud om 5 år (What does the Perfect FM Organisation look like in 5 years)*.
- Page 17-20 Per Anker Jensen: *Forskning i Facilities Management i Norden (Research in Facilities Management in the Nordic Countries)*.
- Page 21-25 Per Anker Jensen: *Hvordan tegner fremtiden sig for FM? (What does the Future for FM look like)*.
- Page 26-27 Per Anker Jensen: *CFM's Nordiske Facilities Management Konference den 22.-23. august 2011 (CFM's Nordic Facilities Management Conference 22-23 August 2011)*.
- Page 28 Kjeld Nielsen: *Studierejse til Manchester for CFM's forskerforum (Study Tour to Manchester for CFM's researcher forsker)*.
- Page 29-33 Per Anker Jensen: *Markedet for FM i Danmark – resultater fra en ny undersøgelse (The Market for FM in Denmark – results from a new study)*.
- Page 34-39 Per Anker Jensen: *Facilities Management kan og skal levere merværdi! (Facilities Management can and must deliver Added Value)*.
- Page 40-46 Per Anker Jensen: *Ny bog om FM og merværdi præsenteret ved EFMC2012 (New Book on FM and Added Value presented at EFMC2012)*.
- Page 48-51 Akarapong Katchamart: *Positionering af FM organisationer for at skabe merværdi: en produkt-proces matrix (Positioning of FM Organisations to Create Added Value: a product-process matrix)*.
- Page 52-60 Per Anker Jensen: *Organisering af FM i relation til kernevirkksomhed (Organisation of FM in relation to Core Business)*.
- Page 61 Kirsten Ramskov Galamba and Susanne Balslev Nielsen: *Hvordan bliver FM bæredygtigt? (How does FM become Sustainable?)*.
- Page 62-64 Susanne Balslev Nielsen: *Handlerum til bæredygtighed? (Space for Action to Sustainable FM?)*.
- Page 65-67 Susanne Balslev Nielsen: *Mod nyt kvalitetsmål: Et pilotstudie af bæredygtighed i FM på Danmarks Tekniske Universitet (Towards a New Objective for Quality: a Pilot Study of Sustainability in FM at the Technical University of Denmark)*.
- Page 68-69 Kirsten Ramskov Galamba: *Facilities Management og bæredygtig samfundsudvikling - del 1 (Facilities Management and Sustainable development of Society – part 1)*.
- Page 70-71 Kirsten Ramskov Galamba: *Facilities Management og bæredygtig samfundsudvikling - del 2 (Facilities Management and Sustainable development of Society – part 2)*.
- Page 72-74 Kirsten Ramskov Galamba: *FM som en moderne profession (FM as a Modern Profession)*.
- Page 75-81 Kirsten Ramskov Galamba: *Tre år med bæredygtig Facilities Management (Three Years with Sustainable Facilities Management)*.



- Page 82-84 Rimante A. Cox: *Hvordan skal Facilities Management reagere på klimaforandringernes påvirkning af bygninger? (How should Facilities Management react to the Impact of Climate change on Buildings?)*.
- Page 85-87 Jesper Ole Jensen, Pimmie Oesten and Susanne Balslev Nielsen: *ESCO – en vej til læring fra industri til kommuner til boligejere? (ESCO – a Road for Learning from Industry to Municipalities to House Owners?)*.
- Page 88-91 Juriaan van Meel: *Grønt kontor = intet kontor? (Green Office = No Office?)*.
- Page 92-96 Rikke Brinkø and Juriaan van Meel: *Arbejdsfællesskaber (coworking) og deres relevans for FM (Work Collaborations (coworking) and their relevance for FM)*.
- Page 97-100 Birgitte Hoffmann: *Faciliteter for kreative miljøer (Facilities for Creative Environments)*.
- Page 101-6 Aneta Fronczek-Munter: *Brugerinvolvering og programmering for masterplan konkurrence på Bispebjerg Hospital (User Involvement and Briefing for Masterplan Competition at Bispebjerg Hospital)*.
- Page 107-9 Kristian Kristiansen: *Facilities Management og Offentlig-Private Partnerskaber (Facilities Management and Public-Private Partnerships)*.
- Page 110-12 Kristian Kristiansen: *Offentlig-Private Partnerskaber - er det interessant set ud fra et FM synspunkt? (Public-Private Partnerships – are They of Interest from a FM Point of View?)*.
- Page 113-14 Helle Juul Bak: *Bygnings Informations Modeller og Facilities Management (Building Information Modelling and Facilities Management)*.
- Page 115-17 Per Anker Jensen og Ada Scupola: *En undersøgelse af IKT i leverancekæden inden for FM (An Investigation of ICT in the Supply Chain of FM)*.
- Page 118-20 Giulia Nardelli and Ada Scupola: *Undersøgelse af business-to-business service innovation i en FM-kontekst (Investigation of Business-to-business Service Innovation in a FM Context)*.
- Page 121-25 Per Anker Jensen: *Nye udbudsformer og partnerskaber inden for Facilities Management (Innovative Procurement and Partnerships in Facilities Management)*.
- Page 126-30 Kresten Storgaard: *FM partnerskaber (FM Partnerships)*.
- Page 131-35 Per Anker Jensen: *Hvordan kan viden fra FM overføres til byggeprojekter? (How can Knowledge be Transferred from FM to Building Projects?)*.
- Page 136-38 Poul Henrik Due: *Implementering af driftsviden i byggeriet (Implementation of Operational Knowledge in Building)*.
- Page 139-43 Per Anker Jensen: *Lærende bygninger og bygningers levetid – og 200 års loven i Japan (Learning Buildings and Buildings Life Time – and the 200 years Law in Japan)*.
- Page 144-47 Rúnar Örn Ágústsson and Per Anker Jensen: *Commissioning - En metode til driftsoptimering af bygninger (Commissioning – a Method for Optimising Building Operation)*.
- Page 148-50 Poul Henrik Due: *Opførelse af bruger- og driftsvenligt byggeri (Construction of User and Operational Friendly Building)*.
- Page 151-56 Pia Storvang and Torben Damgaard: *Brugerrollen i Facilities Management byggeprojekter – Det nye universitetsbyggeri i Kolding (The Role of Users in Facilities Management byggeprojekter – the New University Building in Kolding)*.

Chapters in Per Anker Jensen, Theo van der Voordt and Christian Coenen (eds.): *The Added Value of Facilities Management – Concepts, Findings and Perspectives*. Centre for Facilities Management - Realdania Research, DTU Management Engineering, and Polyteknisk Forlag, May 2012:

- Chapter 1 Per Anker Jensen, Theo van der Voordt and Christian Coenen: *Background and Introduction*.
- Chapter 2 Per Anker Jensen and Ole Emil Malmstrøm: *The Start of a Nordic Focus on the Added Value of FM*.
- Chapter 3 Per Anker Jensen: *The Making of the FM Value Map*.
- Chapter 4 Per Anker Jensen, Theo van der Voordt, Christian Coenen, Daniel von Felten, Anna-Liisa Sarasoja, Susanne Balslev Nielsen, Chaiwat Riratanaphong and Mirjam Pfenninger: *The Concept of Added Value*.
- Chapter 8 Doris Waldburger and Susanne Balslev Nielsen: *The Added Value of Qualitative Research*.
- Chapter 10 Per Anker Jensen and Akarapong Katchamart: *Value Adding Management: A Concept and a Case*.
- Chapter 14 Akarapong Katchamart: *Stakeholder's Influence on FM Strategy: A Case Study of an Energy Complex in Thailand*.
- Chapter 17 Per Anker Jensen, Theo van der Voordt, Christian Coenen and Anna-Liisa Sarasoja: *Comparisons and Lessons Learned*.
- Chapter 18 Per Anker Jensen, Theo van der Voordt, Christian Coenen and Anna-Liisa Sarasoja: *What We Still Need to Learn*.

Birgitte Hoffmann, Peter Munthe-Kaas and Morten Elle: *Facilitating creative environments*. Chapter 5 in Alexander, K. and Price, I. (2012)(eds): *Managing organizational ecologies: space, management and organization*. Routledge, 2012.

Jesper Ole Jensen, Susanne Balslev Nielsen and Jesper Rohr Hansen: *Country report on ESCO in Denmark*. Chapter in: Langlois, P. & Hansen, S. (eds.): *World ESCO Outlook 2012*. USA: The Fairmont Press, Inc., 2012.

Chapters in Per Anker Jensen and Susanne Balslev Nielsen (eds.): *Facilities Management Research in the Nordic Countries – Past, Present and Future*. Centre for Facilities Management - Realdania Research, DTU Management Engineering, and Polyteknisk Forlag, pp. 10-16, January 2012:

- Chapter 1 Per Anker Jensen and Susanne Balslev Nielsen: *Introduction*.
- Chapter 2.1 Per Anker Jensen: *National FM Research Overview – Chapter Introduction*.
- Chapter 2.2 Per Anker Jensen: *FM Research for Practice in Denmark*.
- Chapter 3.1 Jacob Steen Møller: *FM and Sustainability – Chapter Introduction*.
- Chapter 3.2 Juriaan van Meel: *Office Contrasts - Six contrasting Dutch cases*
- Chapter 3.4 Birgitte Hoffmann, Morten Elle and Peter Munthe-Kaas: *Facilitating Creative Environments - Lessons from Danish cases at different organizational scales*.
- Chapter 4.1 Jan Bröchner: *Innovation and Usability in FM – Chapter Introduction*.
- Chapter 4.2 Susanne Balslev Nielsen: *Claims of Sustainable FM: Exploring current practices*.

- Chapter 4.3 Kirsten Ramskov Galamba: *A Critical Review of Environmental Management System as a Tool for Sustainability.*
- Chapter 4.4 Jesper Ole Jensen, Jesper Rohr Hansen and Susanne Balslev Nielsen: *ESCO in Danish Municipalities: Basic, integrative or strategic approaches?*
- Chapter 5.1 Geir K. Hansen: *Partnerships in FM – Chapter Introduction.*
- Chapter 5.2 Ada Scupola: *Innovation Insights in the Danish Facility Management Sector.*
- Chapter 5.5 Aneta Fronczek-Munter: *Facilitating User Driven Innovation – A Study of Methods and Tools at Herlev Hospital.*
- Chapter 6.1 Per Langaa Jensen: *Knowledge Implementation – Chapter Introduction.*
- Chapter 6.2 Kristian Kristiansen: *To procure for better buildings – FM and Public Private Partnerships in Denmark.*
- Chapter 6.4 Kresten Storgaard and Jacob Norvig Larsen: *Long-Term Buyer-Supplier Relations in Facilities Management.*
- Chapter 7.3 Torben Damgaard and Anders Peder Hansen: *Communities of Practice as a Learning Challenge in Construction Projects – How FM knowledge can be integrated in the learning process.*
- Chapter 7.4 Poul Henrik Due and Peder Stephensen: *POKI - A Management Tool for the implementation of FM Know-How in Construction Projects.*
- Chapter 8.1 Suvi Nenonen: *FM and Added Value – Chapter Introduction.*
- Chapter 8.2 Akarapong Katchamart: *Classifying FM Value Positioning by Using a Product-Process Matrix.*
- Chapter 9.1 Per Anker Jensen: *FM Futures and Research Agenda – Chapter Introduction.*
- Chapter 9.2 Per Dannemand Andersen, Birgitte Rasmussen and Per Anker Jensen: *Future Trends and Challenges for FM in the Nordic Countries.*
- Chapter 9.3 Keith Alexander: *How to Increase the Usability of Academic Research for Practitioners.*
- Chapter 9.5 Per Anker Jensen, Per Dannemand Andersen and Birgitte Rasmussen: *Proposal for a Common Nordic FM Research Strategy.*

Markus Holzweber, Jan Matsson, Doren Chadee and Revti Raman: *Innovation strategy in the Indian IT service industry: User centred issues on innovation.* Chapter in Jon Sunbo and Marja Toivonen (eds.): *User-Based Innovation in Services.* Edward Elgar Publishing, Incorporated, Cheltenham, pp. 145-176, 2011.

Per Anker Jensen: *Facilities Management (FM).* Section 1.5.7 in *Anlægsteknikforeningen i Danmark: Anlægsteknik 2 - Styling af byggeprocessen.* (Construction Management 2 – Management of the construction process). 3. edition. Polyteknisk Forlag, January 2011.

Anders Peder Hansen: *Paradokset mellem praksisfællesskaber og innovation i byggeriet (The Paradox between Communities of Practice and Innovation in Construction).* CESFO Annual Report. University of Southern Denmark. December 2010.

Per Anker Jensen: *Management for Usability of Learning Buildings.* Chapter in the research report: Keith Alexander (ed.): *Usability of Workplaces - Phase 3.* CIB Report 330. May 2010.

Anders Peder Hansen, Torben Damgaard and Henning de Haas: *Implementering af facilities management (FM) i projektstyring af nyt universitetsbyggeri. (Implementing facilities management (FM) in project steering of new university construction.)* CESFO Annual Report. University of Southern Denmark. December 2009.

Cecilie Flyen Øyen and Susanne Balslev Nielsen: *Management Tool for Sustainable and Adaptive Building Design*. Chapter 7 in Stephen Emmitt, Mathijs Prins and Ad den Otter (eds.): *Architectural Management – International research and practice*. Wiley-Blackwell, 2009.

Per Anker Jensen and Elsebet Frydendal Petersen: *User Involvement and the Role of Briefing*. Chapter 8 in Stephen Emmitt, Mathijs Prins and Ad den Otter (eds.): *Architectural Management – International research and practice*. Wiley-Blackwell, 2009.

Pia Bruun Erichsen and Torben Damgaard, SDU: *Inddragelse af facilities management i byggeri (Involvement of facilities management in construction)*. CESFO Annual Report. University of Southern Denmark. December 2008.

Per Anker Jensen: *Space for the Digital Age – A Usability Study*. Chapter in Keith Alexander (ed.): *Usability of Workplaces*. CIB Report 316. May 2008.

## Research Reports (39 titles)

Helene Hjort Knudsen og Susanne Balslev Nielsen: *"Bæredygtig ejendomsdrift med brug af sociale medier" (Sustainable Building operation by Use of Social Media)*. Centre for Facilities Management – Realdania Research, DTU Management Engineering. December 2015.

Anne Vorre Hansen: *"Den engagerede, Den sociale og Den praktiske - en præsentation af tre beboerprofiler til brug i udvikling af relationen mellem beboere og Boligselskabet Sjælland" ("The engaged, the social and the practical – a presentation of three inhabitant profiles in the housing association Boligselskabet Sjælland)*. Research Report. Roskilde University, October 2015.

Christian Stenqvist: *Energieffektivisering i skånske kommuner, fastighetsförvaltningar och bolag*. Lund University Publications: <https://lup.lub.lu.se/search/publication/7456369#?>

Lars Ole Preisler Hansen and Susanne Balslev Nielsen: *Kommunal Ejendomsforvaltning – 6 fortællinger om etablering af et centralt ejendomscenter (Municipal Property Management – 6 stories about establishing a central property centre)*. Research Report. Centre for Facilities Management – Realdania Research, DTU Management Engineering and FOA (Trade and Labour - Danish national union). 2015.

Per Anker Jensen and Theo van der Voordt: *How Can FM Create Value to Organisations? – A critical review of papers from EuroFM Research Symposia 2013-2015*. Research Report. A EuroFM Publication, April 2015.

Anne Vorre Hansen: *"Vores beboere? Det er alle mulige..." – et forstudie i Boligselskabet Sjælland ("Our inhabitants? They are everybody..." – a pre-study in the housing association Boligselskabet Sjælland)*. Research Report. Roskilde University, February 2014.

Torben Damgaard and Pia Storvang: *Facilitering - Model for implementering af FM i byggeri (Facilitation – Model for Implementation of FM in Building)*. Research Report. University of Southern Denmark and Centre for Facilities Management – Realdania Research, DTU Management Engineering, 2013.

Per Anker Jensen (ed.): *Economical and Environmental benefits of Restoration*. ACES-project. Work Package WP 2. Joint Report. Centre for Facilities Management – Realdania Research, DTU Management Engineering. November 2013.

Per Anker Jensen and Esmir Maslesa: *RENO-EVALUE – Et værktøj til målformulering og evaluering af bygningsrenovering (RENO-EVALUE – A tool for formulation of objectives and evaluation of building renovation)*. Research Report 8.2013. Centre for Facilities Management – Realdania Research, DTU Management Engineering. October 2013.

Jesper Ole Jensen, Susanne Balslev Nielsen and Jesper Rohr Hansen: *ESCO i danske kommuner – En opsamling af motiver, overvejelser og foreløbige erfaringer med ESCO i kommunale bygninger (ESCO in Danish Municipalities: En Summary of Motives, Considerations and Preliminary Experiences with ESCO in municipal buildings)*. Research Report. Danish Building Research Institute. Aalborg University. SBI, 2013.

Kristian Kristiansen: *OPP og indkøb af Facilities Management ydelser: Resumé rapport. (PPP and procurement of Facilities Management provision: Summary report)*. Centre for Facilities Management – Realdania Research, DTU Management Engineering. April 2013.

Giulia Nardelli: *Open business model innovation processes in facility services*. Working paper. The research group 'Innovation in Services and Experiences'. Roskilde University, 2013.

Birgitte Hoffmann, Morten Elle, Peter Munthe-Kaas and Jan Lilliendahl Larsen: *Kreative Miljøer - mellem faciliteter og facilitering (Creative Environments – Between Facilities and Facilitation)*. Research Report. Centre for Facilities Management – Realdania Research, DTU Management Engineering. November 2012.

Kresten Storgaard og Freja Friis: *Længerevarende samarbejder inden for Facilities Management - Caseanalyse (Longer Lasting Collaborations within Facilities Management – Case Analysis)*. Danish Building Research Institute. Aalborg University. SBI 2012:15, 2012.

Kresten Storgaard: *Samarbejdsformer og Facilities Management – En internetbaseret surveyundersøgelse af leverandører og købere af FM ydelser (Forms of Collaboration and Facilities Management – An internet based survey of providers and buyers of FM services)*. Danish Building Research Institute. Aalborg University. SBI 2012:14, 2012.

Kristian Kristiansen: *OPP og indkøb af Facilities Management ydelser: 3. afrapportering. (PPP and procurement of Facilities Management provision: 3. reporting)*. DTU Management Engineering, August 2012.

Birgitte Rasmussen, Per Dannemand Andersen and Per Anker Jensen: *Foresight on Facilities Management in the Nordic Countries*. Research Report. Centre for Facilities Management – Realdania Research, DTU Management Engineering, Report 2:2012, February 2012.

Per Anker Jensen and Ole Emil Malmstrøm: *To Highlight the Added Values for the Core Business provided by Facilities Management*. Report from a NordicFM workgroup. NordicFM, January 2012.  
<http://www.nordicfm.eu/web/page.aspx?refid=226>

Per Anker Jensen: *State of the Art of Energy Renovations of Buildings in Denmark*. ACES-project. Centre for Facilities Management – Realdania Research, DTU Management Engineering, Research paper, November 2011.

Markus Holzweber: *Report on Facilities Management in the Higher Educational Sector: Issues from a Learning Café at the University of Glasgow*. Research Report. Roskilde University. 2011.

Per Anker Jensen: *The Market for Facilities Management in the Nordic Countries*. Research Report. Centre for Facilities Management – Realdania Research, DTU Management Engineering, Report 7:2011, April 2011.

Poul Henrik Due og Peder Stephensen: *Best Practice Guide - Implementering af driftsviden i byggeriet – DP2: Best Practice. (Best Practice Guide – Implementation of FM knowledge in building – Project Part 2: Best Practice)*. Centre for Facilities Management – Realdania Research, DTU Management Engineering, February 2011.

Poul Henrik Due og Peder Stephensen: *Baggrundsrapport - Implementering af driftsviden i byggeriet – DP2: Best Practice. (Background Report – Implementation of FM knowledge in building – Project Part 2: Best Practice)*. Centre for Facilities Management – Realdania Research, DTU Management Engineering, February 2011.



Per Anker Jensen and Per Dannemand-Andersen: *The FM Sector and its Status*. Research Report. Centre for Facilities Management – Realdania Research, DTU Management Engineering, Report 21.2010. October 2010.

Kristian Kristiansen: *OPP og indkøb af Facilities Management ydelser: 2. afrapportering - Et arbejdspapir. (PPP and procurement of Facilities Management provision: 2. reporting – A working paper)*. DTU Management Engineering, September 2010.

Kresten Storgaard, Jacob Norvig Larsen and Ib Steen Olsen: *Inter-firm Collaboration in Facilities Management. Theory and Concepts*. Danish Building Research Institute. SBI 2010:51, 2010.

Kresten Storgaard, Jacob Norvig Larsen and Ib Steen Olsen: *Driftspartnerskaber og strategisk samarbejde. Længerevarende samarbejder indenfor FM. Teorier og begreber. (Operational Partnerships and Strategic Collaborations within FM. Theory and Concepts)*. Danish Building Research Institute. SBI 2010:50, 2010.

Per Anker Jensen and Pimmie Oesten: *Evaluation of Utterslev School*. Research Report. Centre for Facilities Management – Realdania Research, DTU Management Engineering, May 2010.

Per Anker Jensen and Pimmie Oesten: *Evaluering af Utterslev Skole. (Evaluation of Utterslev School)*. Research Report - Danish version. Centre for Facilities Management – Realdania Research, DTU Management Engineering, May 2010.

Ada Scupola and Per Anker Jensen: *Information and Communication Technologies and Supply Chain in Facilities Management in Denmark*. Centre for Service Studies, Research Report 09:3, and CFM, December 2009.

Poul Henrik Due et al.: *Kravspecifikation for it-baseret system til forbedring af trivslen i vore bygninger. (Requirement specification for IT-based system for improving well being in our buildings.)* Project Report. CFM, October 2009.

Torben Damgaard and Pia Bruun Erichsen: *Implementering af drift i byggeri. (Implementation of operations in building projects.)* Report from pre-project. University of Southern Denmark (SDU). 2009.

Per Anker Jensen: *The Market for Facilities Management in Denmark*. Report presented at EuroFM seminar at ISS in Copenhagen, 11 September 2009. CFM, 2009.

Per Anker Jensen: *Markedet for Facilities Management i Danmark (Market for Facilities Management in Denmark)*. CFM, June 2009.

Kristian Kristiansen: *OPP og indkøb af Facilities Management ydelser. (OPP and purchasing Facilities Management services)*. First report – a working paper. DTU Management, January 2009.

Jesper Ole Jensen, Per Anker Jensen, Morten Elle, Birgitte Hoffmann, Susanne Balslev Nielsen and Maj-Britt Quitsau: *Miljøstyret bygningsdrift i danske boligejendomme – under forskellige ejerformer (Environmentally managed building operation in Danish residential – under various ownership)*. SBI Report 2008:15.

Keith Alexander (ed.): *Facilities Management Processes*. Research Monograph with preface by Per Anker Jensen and EuroFM chairman Albert Pilger. EuroFM, 2008

Per Anker Jensen: *Usability of Workplaces – Case study of DR Byen in Copenhagen*. CFM, 2008.

Kristian Kristiansen: *Mulighederne for OPP i forbindelse med opførelse, vedligeholdelse og drift af infrastruktur. Bidrag til Teknologirådets høring om fremtidens infrastruktur, Christiansborg 27. februar 2008. Teknologirådets rapporter. Teknologirådet, 2008.*

## Conference papers (117 titles)



Prugsiganont, Supuck and Per Anker Jensen: *Defining Specific Problems in the Thai Government Hospital Buildings. A Study of Architectural Planning and Space Management of Maharaj Hospital, Chiang Mai Thailand*. Proceedings of IRWAS 2017 Conference in Salford 11-12 September 2017.

Helle Lohmann, Rasmussen, Per Anker Jensen and Jay Sterling Gregg: *Transferring Knowledge from Building Operation to Design – A Literature Review*. Proceedings of IRWAS 2017 Conference in Salford 11-12 September 2017.

Jakob Berg Johansen, Per Anker Jensen and Christian Thuesen: *Maturity Model for Strategic Collaboration in Sustainable Building Renovation*. Paper presented at the 33rd Annual ARCOM Conference, Cambridge University, 4-6 September 2017.

Per Anker Jensen, Jakob Berg Johansen and Christian Thuesen (2017), *Prerequisites for Successful Strategic Partnerships for Sustainable Building Renovation*. Paper presented at 9<sup>th</sup> Nordic Conference on Construction Economics and Organisation (CEO 2017), Chalmers University of Technology, 13-14 June 2017.

Fronczek-Munter, Aneta, Van der Zwart, Johan, Hansen, Geir Karsten: *How to evaluate healthcare buildings? Selection of methods for evaluating hospital architectural quality and usability - a case at St. Olavs Hospital in Norway*. ARCH17 Conference, Copenhagen, 26-27 April 2017.

Poul Ebbesen and Per Anker Jensen: *Assessing the Added Value of information systems supporting facilities management business processes*. Paper in: Susanne Balslev Nielsen, Per Anker Jensen and Rikke Brinkø (eds.): *Research Papers for EuroFM's 16th Research Symposium at EFMC2017, 25-28 April in Madrid, Spain*. EuroFM, Centre for Facilities Management - Realdania Research, DTU Management Engineering, and Polyteknisk Forlag, April 2017.

Per Anker Jensen and Stamatia Chatzilazarou: *Knowledge transfer from building operation to construction*. Paper in: Susanne Balslev Nielsen, Per Anker Jensen and Rikke Brinkø (eds.): *Research Papers for EuroFM's 16th Research Symposium at EFMC2017, 25-28 April in Madrid, Spain*. EuroFM, Centre for Facilities Management - Realdania Research, DTU Management Engineering, and Polyteknisk Forlag, April 2017.

Esmir Maslesa, Susanne Balslev Nielsen, Morten Birkved and Jannik Hultén: *Environmental indicators for non-residential buildings: When, what, and how to measure?* Paper in: Susanne Balslev Nielsen, Per Anker Jensen and Rikke Brinkø (eds.): *Research Papers for EuroFM's 16th Research Symposium at EFMC2017, 25-28 April in Madrid, Spain*. EuroFM, Centre for Facilities Management - Realdania Research, DTU Management Engineering, and Polyteknisk Forlag, April 2017.

Susanne Balslev Nielsen and Rikke Brinkø: *Access over ownership: the case of meeting facilities in Lyngby Knowledge City*. Paper in: Proceedings of CIRRE 2016 – 1st Conference of Interdisciplinary Research on Real Estate, Ljubljana, September 15-16, 2016, Organized by Institute of Real Estate Studies; edited by Bojan Grum and Alenka Temeljotov Salaj.

Susanne Balslev Nielsen: *Centralizing Public FM organizations: Danish experiences with success criteria, results and realisation process*. Paper in: Per Anker Jensen (ed.): *Facilities Management Research and Practice – Does FM Contribute to Happiness in the Nordic Countries*. Proceedings of CFM's Second Nordic Conference 29-30 August 2016. Centre for Facilities Management - Realdania Research, DTU Management Engineering, and Polyteknisk Forlag, August 2016.

Poul Ebbesen, Jan Karlshøj, Sten Bonke and Per Anker Jensen: *Information System Strategies in Facilities Management – based on five process studies*. Paper in: Per Anker Jensen (ed.): *Facilities Management Research and Practice – Does FM Contribute to Happiness in the Nordic Countries*. Proceedings of CFM's Second Nordic Conference 29-30 August 2016. Centre for Facilities Management - Realdania Research, DTU Management Engineering, and Polyteknisk Forlag, August 2016.

Helene Hjort Knudsen and Susanne Balslev Nielsen: *Sustainable FM operation in residential areas using social media*. Paper in: Per Anker Jensen (ed.): *Facilities Management Research and Practice – Does FM Contribute to Happiness in the Nordic Countries*. Proceedings of CFM's Second Nordic Conference

29-30 August 2016. Centre for Facilities Management - Realdania Research, DTU Management Engineering, and Polyteknisk Forlag, August 2016.

Suvi Nenonen, Robert Eriksson, Olli Niemi, Antje Junghans, Susanne Balslev Nielsen and Göran Lindahl: *Alternative Learning Environments by Alternative Retrofitting Processes*. Paper in: Paper in: Per Anker Jensen (ed.): *Facilities Management Research and Practice – Does FM Contribute to Happiness in the Nordic Countries*. Proceedings of CFM's Second Nordic Conference 29-30 August 2016. Centre for Facilities Management - Realdania Research, DTU Management Engineering, and Polyteknisk Forlag, August 2016.

Theo van der Voordt, Per Anker Jensen, Jan Gerard Hoendervanger and Feike Bergsma: A step-by-step plan to manage and measure adding value by FM. Paper in: Susanne Balslev Nielsen and Per Anker Jensen (eds.): *Research Papers for EuroFM's 15<sup>th</sup> Research Symposium at EFMC2016, 8-9 June in Milan, Italy*. EuroFM, Centre for Facilities Management - Realdania Research, DTU Management Engineering, and Polyteknisk Forlag, June 2016.

Per Anker Jensen and Theo van der Voordt: Towards an Integrated Value Adding Management Model for FM and CREM. Paper in: Proceedings from CIB World Congress 2016, 31 May – 3 June 2016, Tampere.

Anne Vorre Hansen: *Context Matters. Exploring drivers and barriers for user oriented innovation within the public housing sector*. ServDes 5<sup>th</sup> Service Design & Innovation Conference 2016, AAU, Copenhagen, May 2016.

Anne Vorre Hansen and Luise Li Langergaard: *Homeliness and self-determination – when conceptual discussions frame public service innovation processes*. Conference on Public Service Innovation and the Delivery of effective Public Services, Budapest, 15-16 October 2015.

Mostafa Momeni, Susanne Balslev Nielsen and Mahdi Haghighi Kafash: *Determination of Innovation Capability of Organizations: Qualitative Meta Synthesis and Delphi Method*. XXV International RESER Conference 2015. Copenhagen, 10-12 September 2015.

Giulia Nardelli and Ada Scupola: *User involvement and supporting tools in business-to-business service innovations: insights from facility management services*. XXV International RESER Conference 2015. Copenhagen, 10-12 September 2015.

Helene Hjort Knudsen: *The use of social media for improving sustainable energy and building operation*. Position paper for workshop on Residents' Democratic Engagement in public Housing and urban Areas . challenges and potential for IT. Aarhus University, 17 August 2015.

Poul Ebbesen and Giulia Nardelli: *Formal Control and Scope in Information System Projects in Facilities Management – A Process Perspective*. In The 38th Information Systems Research Conference in Scandinavia, IRIS 38, 9-12 August 2015, Oulu, Finland.

Poul Ebbesen: *Applying Displays Early in Process Research Studies*. Paper presented at 7<sup>th</sup> International Process Symposium (PROS) 2015, Helona Resort, Kos, Greece.

Giulia Nardelli and Marcel Broumels: *Value co-creation: Ad hoc process or dynamic capability? A process case study*. Paper presented at 7<sup>th</sup> International Process Symposium (PROS) 2015, Helona Resort, Kos, Greece.

Rikke Brinkø og Susanne Balslev Nielsen: *Shared space in a municipal sports facility The case of Lyngby Idraetsby*. Paper in Alexander, K. and Price, I. (eds.) (2015), *People make facilities management*. EuroFM Research Papers 2015. 12<sup>th</sup> EuroFM Research Symposium, 1-3 June 2015, Glasgow.

Poul Ebbesen: *Information Technology in Facilities Management – a literature review*. Paper in Alexander, K. and Price, I. (eds.) (2015), *People make facilities management*. EuroFM Research Papers 2015. 12<sup>th</sup> EuroFM Research Symposium, 1-3 June 2015, Glasgow.

Mark Mobach, Giulia Nardelli, Jennifer Konkol, Keith Alexander and Herman Kok: *FM Innovation: Best Practices*. Paper in Alexander, K. and Price, I. (eds.) (2015), *People make facilities management*. EuroFM Research Papers 2015. 12<sup>th</sup> EuroFM Research Symposium, 1-3 June 2015, Glasgow.

Ada Scupola and Anne Vorre Hansen: *Perceptions of FM service encounters – exploring the customer perspective*. Paper in Alexander, K. and Price, I. (eds.) (2015), *People make facilities management*. EuroFM Research Papers 2015. 12<sup>th</sup> EuroFM Research Symposium, 1-3 June 2015, Glasgow.

Christian Stenqvist, Susanne Balslev, Nielsen and Per-Otto Bengtsson: *Dialogue and collaboration for Energy Efficient FM: public sector strategies and the role of external service provider*. Paper in Alexander, K. and Price, I. (eds.) (2015), *People make facilities management*. EuroFM Research Papers 2015. 12<sup>th</sup> EuroFM Research Symposium, 1-3 June 2015, Glasgow.

Per Anker Jensen and Theo van der Voordt: *Added value of FM – a critical review*. Paper in Alexander, K. and Price, I. (eds.) (2015), *People make facilities management*. EuroFM Research Papers 2015. 12<sup>th</sup> EuroFM Research Symposium, 1-3 June 2015, Glasgow.

Lotte Bjerregaard Jensen, Per Sieverts Nielsen, Susanne Balslev Nielsen, Thomas Alexander Sick Nielsen and Peter Steen Nielsen: *The Potential of the Technical University of Denmark in the Light of Sustainable Living Cities*. Lotte Bjerregaard Jensen & Mary Kathryn Thompson (Eds.): *Proceedings of the 3<sup>rd</sup> International Workshop on Design in Civil and Environmental Engineering*, 22-23 August 2014. Technical University of Denmark.

Robert Eriksson, Suvi Nenonen, Göran Lindahl, Antje Junghans and Susanne Balslev Nielsen: *Sustainable Retrofitting of Nordic University Campuses*. *Proceedings of EFMC 2014 Conference and Research Symposium*, Berlin, 04-06 June 2014.

Mark Mobach, Herman Kok, Jennifer Konkol, Giulia Nardelli and Keith Alexander: *EuroFM Green Paper: FM Innovation*. *Proceedings of EFMC 2014 Conference and Research Symposium*, Berlin, 04-06 June 2014.

Suvi Nenonen, Per Anker Jensen and Göran Lindahl: *Knowledge Map of Facilities Management*. *Proceedings of EFMC 2014 Conference and Research Symposium*, Berlin, 04-06 June 2014.

Theo van der Voordt and Per Anker Jensen: *Adding Value by FM: bridging the gap between theory and practice*. *Proceedings of EFMC 2014 Conference and Research Symposium*, Berlin, 04-06 June 2014.

Akarapong Katchamart and Danny Shiem-shin Then: *Strategic FM Procurement: an issue of aligning services to business needs*. *Proceedings of EFMC 2014 Conference and Research Symposium*, Berlin, 04-06 June 2014.

Rikke Brinkø, Juriaan van Meel and Susanne Balslev Nielsen: *The Shared Building Portfolio: an exploration and typology*. *Proceedings of CIB FM Conference*, 21-23 may 2014. Technical University of Denmark.

Poul Ebbesen and Sten Bonke: *Identifying Concepts for Studying Implementation of Information Technology in Facilities Management*. *Proceedings of CIB FM Conference*, 21-23 may 2014. Technical University of Denmark.

Anne Vorre Hansen: *“Back in the good old days...” – applying narratives to service research*. *Proceedings of XXIV. International RESER Conference*, September 11th - 13th 2014, Helsinki, Finland.

Aneta Fronczek-Munter: *Usability Briefing – a process model for healthcare facilities*. *Proceedings of CIB FM Conference*, 21-23 may 2014. Technical University of Denmark.

Rimante Andrasiaunaite Cox, Susanne Balslev Nielsen and Carsten Rode: *Sustainable Resilience in Property Maintenance: Encountering Changing Weather Conditions*. *Proceedings of CIB FM Conference*, 21-23 may 2014. Technical University of Denmark.

Giulia Nardelli and Ada Scupola: *Design Tools for Stakeholder Involvement in FM Innovations*. Proceedings of CIB FM Conference, 21-23 may 2014. Technical University of Denmark.

Mette Tinsfeldt and Per Anker Jensen: *Value Adding Space Management in Higher Education*. Proceedings of CIB FM Conference, 21-23 may 2014. Technical University of Denmark.

Giulia Nardelli and Ada Scupola: *Involving users in complex service systems' innovation processes by means of ICT-based tools: The case of Facility Management services*. SIG SVC 2013 Workshop: Workshop theme: Delivering and Managing Services in "Systems of Service Systems. ICIS 2013. Milan, 15-18 December 2013.

Stig Irving Olsen, Susanne Balslev Nielsen, Marina Ejlersen, Tim C. McAloone: *Teaching sustainability in engineering solutions as a generic bachelor course*. Engineering Education for Sustainable Development, Cambridge, UK. September 22 – 25, 2013.

Freytag, P.V. and Storvang, P.: *Facilitating innovation: understanding the dynamics of actors' involvement in the construction industry*, IMP Conference, Atlanta, USA, 2013.

Storvang, P. and Damgaard T.: *A framework to integrate and support the development of Facilities Management activities in construction*, Clibyg seminar. CPH, 2013.

Fokaides, P.A., Kanarachos, A. Kanarachos, G. Kanarachos, S., Björk, F., Gohardani, N., Jensen, P.A. and Maslesa, E.: *Promotion of Sustainable Renovation in Europe*. Proceedings of 3rd International Exergy, Life Cycle Assessment, and Sustainability Workshop & Symposium (ELCAS-3), 7–9 July 2013, Nisorys, Greece.

Per Anker Jensen, Esmir Maslesa, Navid Gohardani, Folke Björk, Stratis Kanarachos and Paris A. Fokaides: *Sustainability Evaluation of Retrofitting and Renovation of Buildings in Early Stages*. Proceedings of 7<sup>th</sup> Nordic Conference on Construction Economics and Organisation, NTNU, 12-14 June 2013.

Aneta Fronczek-Munter: *Evaluation methods of hospital facilities*. International Journal of Facilities Management. EuroFM, 2013.

Giulia Nardelli: *Value co-creation and business model innovation in the context of business-to-business services : lessons from facility services*. European Academy of Management (EURAM) Conference 2013, Istanbul, 26-29 June 2013.

Giulia Nardelli: *The nature of innovation in FM*. International Journal of Facilities Management. EuroFM, 2013.

Keith Alexander, Siri H. Blakstad, Geir K. Hansen, Per Anker Jensen, Goran Lindahl and Suvi Nenonen: *Usability: managing facilities for social outcomes*. Proceedings from CIB World Congress, Brisbane, 5-9 May 2013.

Per Anker Jensen: *Value Triangles in the Management of Building Projects*. Proceedings from CIB Word Congress, Brisbane, 5-9 May 2013.

Per Anker Jensen, Anna-Liisa Sarasoja, Theo van der Voordt and Christian Coenen: *How can Facilities Management Add Value to Organisations as well as to Society?* Proceeding of CIB Word Congress, Brisbane, 5-9 May 2013.

Per Dannemand Andersen, Allan Dahl Andersen, Per Anker Jensen and Birgitte Rasmussen: *Innovation-system foresight in practice - A Nordic facilities management foresight*. Proceedings of 5<sup>th</sup> ISPIM Innovation Symposium in Seoul, Korea, 9-12 December 2012.

Giulia Nardelli: *Collaboration within business model innovation: an exploratory study of Danish facility services*. Det Danske Ledelsesakademi – DDLA 2012 (The Danish Management Achademy – DDLA 2012), Copenhagen, Denmark, 3-4 December 2012.

Per Anker Jensen, Birgitte Rasmussen and Per Dannemand Andersen: *Research on the Future of FM in the Nordic Countries*. Proceedings of IFMA World Workplace Conference Oct. 31 – Nov. 2, 2012, in San Antonio, USA.

Giulia Nardelli: *The complex relationship between ICT and innovation in services. A literature review*, p.1-24, in Keller, C., Wiberg, M., Ågerfalk, P., Eriksson Lundström, J.S.Z. (eds.), *Nordic Contributions in IS Research*, Third Scandinavian Conference on Information Systems, SCIS 2012, Sigtuna, Sweden, August 17-20, 2012 Proceedings, ISBN: 978-3-642-32270-9 Springer-Verlag Berlin Heidelberg 2012. Achieved a Best Student Paper Award.

Markus Holzweber: *Corporate Statements in the Facilities Industry: The Hidden Power of Capability Coherence*. Proceedings of XXII. International RESER Conference, Bukarest, Rumænien, 2012.

Per Anker Jensen: *International coordination of Facilities Management in multinational corporations*. Proceeding of International Congress on Construction Management Research – CIB International MCRP Conference, Montreal 26-29 June 2012.

Per Anker Jensen, Per Dannemand Andersen and Birgitte Rasmussen: *The Future of FM in the Nordic Countries and a Possible Common Research Agenda*. Proceedings of the 11<sup>th</sup> EuroFM Research Symposium - 24-25 May in Copenhagen, Denmark. Centre for Facilities Management - Realdania Research, DTU Management Engineering, and Polyteknisk Forlag, May 2012.

Akarapong Katchamart: *Blue Collar FM Workers as a Primary Stakeholder – A Case Study of CSR Practices*. Proceedings of the 11<sup>th</sup> EuroFM Research Symposium - 24-25 May in Copenhagen, Denmark. Centre for Facilities Management - Realdania Research, DTU Management Engineering, and Polyteknisk Forlag, May 2012.

Jacob Steen Møller, Susanne Balslev Nielsen and Keith Alexander: *Sustainability in Higher Education Facilities Management – A Pilot Study of at the Technical University of Denmark*. Proceedings of the 11<sup>th</sup> EuroFM Research Symposium - 24-25 May in Copenhagen, Denmark. Centre for Facilities Management - Realdania Research, DTU Management Engineering, and Polyteknisk Forlag, May 2012.

Kadir Ünver and Per Anker Jensen: *Risk Management from Corporate and FM Perspectives: Two case studies*. Proceedings of the 11<sup>th</sup> EuroFM Research Symposium - 24-25 May in Copenhagen, Denmark. Centre for Facilities Management - Realdania Research, DTU Management Engineering, and Polyteknisk Forlag, May 2012.

Per Anker Jensen: *The FM Market in the Nordic Countries – Volume, Structure and Trends*. Proceedings of the Joint CIB W070, W092 and TG72 International Conference on Facilities Management, Procurement Systems and Public Private Partnerships – Delivering Value to the Community, Cape Town, pp. 56-63, January 2012.

Markus Holzweber: *Market Oriented Services: A User Perspective on Learning Environments*. Proceedings of XXI. International RESER Conference, Hamburg, Germany, 2011.

Markus Holzweber and M. Kovacic: *Trust between Business Firms: Issues on collaboration, development of trust and firm-level dynamic capabilities*. Proceedings of XXI. International RESER Conference, Hamburg, Germany, 2011.

Juriaan van Meel: *Office Contrasts - Six contrasting Dutch cases*. CFM's Nordic FM Conference 22-23 August 2011.

Birgitte Hoffmann, Morten Elle and Peter Munthe-Kaas: *Facilitating Creative Environments - Lessons from Danish cases at different organizational scales*. CFM's Nordic FM Conference 22-23 August 2011.

Susanne Balslev Nielsen: *Claims of Sustainable FM: Exploring current practices*. CFM's Nordic FM Conference 22-23 August 2011.



Kirsten Ramsgov Galamba: *A Critical Review of Environmental Management System as a Tool for Sustainability*. CFM's Nordic FM Conference 22-23 August 2011.

Jesper Ole Jensen, Jesper Rohr Hansen and Susanne Balslev Nielsen: *ESCO in Danish Municipalities: Basic, integrative or strategic approaches?* CFM's Nordic FM Conference 22-23 August 2011.

Ada Scupola: *Innovation Insights in the Danish Facility Management Sector*. CFM's Nordic FM Conference 22-23 August 2011.

Aneta Fronczek-Munter: *Facilitating User Driven Innovation – A Study of Methods and Tools at Herlev Hospital*. CFM's Nordic FM Conference 22-23 August 2011.

Kristian Kristiansen: *To procure for better buildings – FM and Public Private Partnerships in Denmark*. CFM's Nordic FM Conference 22-23 August 2011.

Kresten Storgaard and Jacob Norvig Larsen: *Long-Term Buyer-Supplier Relations in Facilities Management*. CFM's Nordic FM Conference 22-23 August 2011.

Per Anker Jensen: *FM Research for Practice in Denmark*. CFM's Nordic FM Conference 22-23 August 2011.

Torben Damgaard and Anders Peder Hansen: *Communities of Practice as a Learning Challenge in Construction Projects – How FM knowledge can be integrated in the learning process*. CFM's Nordic FM Conference 22-23 August 2011.

Poul Henrik Due and Peder Stephensen: *POKI - A Management Tool for the implementation of FM Know-How in Construction Projects*. CFM's Nordic FM Conference 22-23 August 2011.

Per Anker Jensen and Akarapong Katchamart: *Facilities Management and Value Adding - The LEGO case*. CFM's Nordic FM Conference 22-23 August 2011.

Akarapong Katchamart: *Classifying FM Value Positioning by Using a Product-Process Matrix*. CFM's Nordic FM Conference 22-23 August 2011.

Markus Holzweber: *Managing the Benefit Part of Service Value – IT based service design strategies in FM*. CFM's Nordic FM Conference 22-23 August 2011.

Ada Scupola: *Innovation in Facility Services: Myths or Reality?* Conference Proceedings from European Academy of Management (EURAM), Tallinn, Estonia, June 1-4 2011.

Markus Holzweber: *Service Process Innovation and the Role of Added in Buyer-Seller Relationships*. EFMC2011 Conference and Research Symposium, Vienna 23-24 May 2011.

Per Anker Jensen and Akarapong Katchamart: *Value Added Management: A New Facilities Management Concept*. EFMC2011 Conference and Research Symposium, Vienna 23.-24. May 2011.

Jesper Ole Jensen, Jesper Rohr Hansen and Susanne Balslev Nielsen: *ESCO in Danish Municipalities: Experience, innovations, potential*. EEDAL - 6th International Conference on Energy Efficiency in Domestic Appliances and Lighting. Copenhagen, May 24 – 26 2011.

Per Anker Jensen, Keith Alexander and Aneta Fronczek-Munter: *Towards an agenda for user oriented research in the Built Environment*. Proceedings from the 6th Nordic Conference for Construction Economics and Organisation. Copenhagen. April 2011.

Akarapong Katchamart: *Before Jumping on the CSR Bandwagon: Do We Have a Parachute?* 13<sup>th</sup> International FM&REM-Congress - "Built Environment", Kufstein, Austria, 27-29 January 2011.

Aneta Fronczek-Munter: *Usability and User Driven Innovation – Unity or Clash*. 13<sup>th</sup> International FM&REM-Congress - "Built Environment", Kufstein, Austria, 27-29 January 2011.



Per Anker Jensen: *Innovative Procurement and Partnerships in Facilities Management*. Proceedings from CIB W070 Conference, São Paulo September 2010.

Per Anker Jensen: *Facilities Management and Added Value: An EuroFM Research Initiative*. Proceedings from CIB W070 Conference, São Paulo September 2010.

Ada Scupola: *Relationship Between Outsourcing and ICT Adoption in Facility Management Supply Chain*. Mediterranean Conference on Information Systems, MCIS 2010, Tel-Aviv, Israel, 12-14 September 2010.

Kristian Kristiansen: *Taking Care of Caretaking*. ARCOM Annual Conference 2010, Leeds, September 2010.

Susanne Balslev Nielsen and Jesper Ole Jensen: *Translating sustainable development to the domain of a local authority – The case of urban districts in Copenhagen*. EASST 101 Conference, Trento 1-2 September 2010.

Markus Holzweber, Ada Scupola and Virpi Tuunainen: *Innovation Sources and Role of ICT in Facilities Services*. Proceedings of the 33<sup>rd</sup> IRIS Seminar. Editors: Hanne Westh Nicolajsen, John Persson, Lise Heeager, Gitte Tjørnehøj, Karlheinz Kautz, Peter Axel Nielsen, Rebild, Denmark, 2010.

Ada Scupola: *Information and Communication Technologies and Supply Chain: Lessons from the Danish Facilities Management Service Sector*. Global Information Technology Conference - GITC, Washington DC, 19-22 June 2010.

Henning de Haas and Anders Peder Hansen: *Facilities Management in a Service Supply Chain Management Perspective*. 22<sup>th</sup> NOFOMA Conference. University of Southern Denmark, Kolding, 11-12 June 2010.

Birgitte Hoffmann, Peter Munthe-Kaas, Jan Lilliendahl Larsen and Morten Elle: *Facilitating creative environments - When the winds of creativity hit FM*. EFMC2010, Madrid 1-2 June 2010.

Jesper Ole Jensen, Pimmie Oesten and Susanne Balslev Nielsen: *ESCO as Innovative Facilities Management in Danish Municipalities*. EFMC2010, Madrid 1-2 June 2010.

Per Anker Jensen, Theo van der Voordt, Christian Coenen, Daniel von Felten, Anna-Liisa Lindholm, Susanne Balslev Nielsen, Chaiwat Riratanaphong and Mirjam Schmid: *The Added Value of FM: Different Research Perspectives*. EFMC2010 Conference and Research Symposium, Madrid 1-2 June Madrid 2010.

Susanne Balslev Nielsen and Kirsten Ramskov Galamba: *Facilities Management – when Sustainable Development is Core Business*. EFMC2010 Conference and Research Symposium, Madrid 1-2 June Madrid 2010.

Ada Scupola: *Benefits and Barriers of Information and Communication Technologies Adoption in Facilities Management Services Supply Chain*. European Academy of Management - EURAM, Rome, 19-22 May, 2010.

Per Anker Jensen: *Management for usability of learning buildings*. CIB World Congress, Salford, 11-13 May 2010.

Markus Holzweber: *Innovation Strategy in the Indian IT Service Industry: Current Management Thinking*. RESER Conference, Gothenburg, Sweden, 30<sup>th</sup> September – 2<sup>nd</sup> October 2010.

Anders Peder Hansen, Torben Damgaard and Henning de Haas: *Creating and using FM knowledge in complex building projects*. Construction Matters Conference. Copenhagen 5-7 May 2010.

Per Anker Jensen and Ada Scupola: *ICT Adoption in the Danish Facilities Management Supply Chain: What are the factors that matter?* Construction Matters Conference. Copenhagen 5-7 May 2010.

Lentje Volker and Juriaan van Meel: *Dutch Design Competitions: Lost in EU Regulations?* Constructions Matter Conference, Copenhagen Business School, 5-7 May 2010.

Kirsten Ramskov Galamba and Susanne Balslev Nielsen: *When Sustainable Facilities Management is Core Business: Changing FM Focus in a Local Danish Authority*. 12<sup>th</sup> International FM&REM-Congress - "Opportunities for Sustainability", Kufstein, Austria, 27-29 January 2010.

Susanne Balslev Nielsen, Jesper Ole Jensen and Per Anker Jensen: *Delivering Sustainable Facilities Management in Danish Housing Estates*. Proceedings from II International Conference on Sustainability Measurement and Modelling - ICSMM 09. Barcelona, 2009.

Clarke, A.H., Munksgaard, K.B., Storvang, P., Erichsen, P.B.: *Strategies in a Network Context: Linking External Partners to the Innovation Process*, Paper presented at IMP-conference Asia, Kuala Lumpur, 2009.

Per Anker Jensen, Torben Damgaard and Kristian Kristiansen: *The Role of Facilities Management in Building Projects*. Proceedings from Changing Role '09 Conference at Noordwijk aan Zee, The Netherlands, 6-9 October 2009.

Per Anker Jensen: *Theoretical Model Demonstrating the Value Adding Contribution of Facilities Management*. Electronic proceedings from EFMC2009 Research Symposium. Amsterdam, 15-17 June 2009.

Per Anker Jensen: *HVAC and FM – from Know-why to Know-how*. Electronic proceedings from Cold Climate HVAC 2009, Sisimiut, Greenland, 16-19 March 2009.

Kristian Kristiansen: *PPP in Denmark – Are Strategic Partnerships between the Public and Private Part a way forward?* Proceedings from CIB TG72 Symposium: "Revamping PPPs", (ISBN: 978-962-8014-16-3), pages: 27-35, Hong Kong University Press, Hong Kong, 28 February 2009.

Per Anker Jensen: *Integration of Considerations for Facilities Management in Design*. CIB W096, São Paulo, November 2008.

Per Anker Jensen and Poul Henrik Due: *Organisation of Facilities Management in Municipalities*. CIB W070. Edinburgh June 2008

Per Anker Jensen: *Space for the Digital Age – A Usability Study*. EFMC 2008, Manchester June 2008.

Per Anker Jensen: *The Facilities Management Value Map*. FM Gespräche 2008, Kufstein January 2008.

## Popular Articles (98 titles)

Jensen, Per Anker: *CFM fejrer 10 års jubilæum med en heldagskonference den 27. februar 2018. (CFM celebrates 10 years anniversary 27 February 2018)*. Article in FM Update #4, December 2017.

Jensen, Per Anker: *Celebrating Ten Years of FM Research at CFM in Denmark*. Article in EuroFM's electronic magazine European FM Insight issue 43, December 2017.

Giulia Nardelli: *Value Co-creation for FM Innovation – Is it possible, and if Yes, How?* EuroFM Insight, Issue 42, October 2017.

Rikke Brinkø: *Typologi over delt brug af lokaler og faciliteter version 2.0 Typology of shared use of space and facilities*. Article in FM Update #4, December 2017.

Nielsen, Susanne Balslev og Niels Frederik Turpie: *Innovativ Campus Service - ved hjælp af DTU studerende (Innovative Campus Service – by help from DTU students)*. Article in FM Update #3, September 2017.

Rikke Brinkø: *Hvordan kan man arbejde med spaced share i kommuner? (How can one work with shard space in municipalities?)* Article in FM Update #3, September 2017.

Rikke Brinkø: *Typology of shared use of space and facilities*. EuroFM Insight, Issue 41, July 2017.

Susanne Balslev Nielsen: *Hvad sker der i FM forskningen (What happens in FM research?)*. Article in FM Update #2, June 2017.

Per Anker Jensen and Theo van der Voordt: *New Model for FM and Added Value by FM and CREM*. EuroFM Insight, Issue 40, April 2017.

Rikke Brinkø: *How can you Work with Shared Space in a Municipality*. EuroFM Insight, Issue 40, April 2017.

Olav Egil Sæbøe: *A Critical Book Review*. EuroFM Insight, Issue 40, April 2017.

Olav Egil Sæbøe: *Critical Review of the Book: "Facilities Management and Corporate Real Estate as Value Drivers" edited by Per Anker Jensen and Theo van der Voordt*. Article in FM Update #1, March 2017.

Per Anker Jensen: *Ny model for FM og merværdi (New Model for FM and Added Value)*. Article in FM Update #1, March 2017.

Giulia Nardelli: *Value Co-creation for FM in Innovation: Is it Possible, and if yes, How?* FM Update #1, March 2017.

Helle Lohmann Rasmussen, Susanne Balslev Nielsen and Anders B. Møller: *JA! til driftsvenligt byggeri – men hvordan i praksis? (YES! to operational friendly building – but how in practice?)*. Article in Maskinmesteren, Januar 2017.

Jesper Ole Jensen, Lars Nielsen, Susanne Balslev Nielsen: *ESCO-samarbejde vinder frem i Danmark*. Artikel i Teknik og Miljø, Vol. 11, No. 116, 2016, p. 44-45.

Per Anker Jensen: *Kan FM bidrage til lykken i de nordiske lande (Can FM contribute to happiness in the Nordic countries)*. Article in FM Update #4, December 2016.

Aneta Fronczek-Munter: *Programmering af brugskvalitet i hospitalsarkitektur (Briefing for use quality in hospital architecture)*. Article in FM Update #4, December 2016.

Rikke Brinkø: *Space sharing i teori og praksis (Space sharing in theory and practice)*. Article in FM Update #4, December 2016.

Susanne Balslev Nielsen: *Centralisering af FM organisationer (Centralising FM organisations)*. Article in FM Update #4, December 2016.

Susanne Balslev Nielsen: *Centralising municipal FM organisations: Danish experiences*, EuroFM Insight, Issue 38, September 2016.

Rikke Brinkø, Susanne Balslev Nielsen, Flemming Juhl Knudsen og Christian Rønn Østeraas: *Tips og tricks til mere idrætsliv på same areal (Tips and tricks for more sports life in the same space)*. Article in TEKNIK & MILJØ, May 2016.

Susanne Balslev Nielsen: *Hvad er hot og hvad er not? Forskning i FM - 2016 (What is Hot and What is Not? Research in FM 2016)*. Article in FM Update #1, March 2016.

Giulia Nardelli: *Innovation management or conflict resolution? How to take advantage of stakeholder interactions to drive FM innovation and improvement processes*, FM Update #4, December 2015.

Giulia Nardelli: *Innovation management or conflict resolution? How to take advantage of stakeholder interactions to drive FM innovation and improvement processes*, EuroFM Insight, Issue 34, September 2015.

Susanne Balslev Nielsen og Lars Ole Preisler Hansen: *Syv skridt til lettere etablering af centrale ejendomscentre (Seven steps towards easier establishment of central Property centres)*. Article in the Danish magazine Teknik & Miljø, September 2015.

Knut Boge and Susanne Balslev Nielsen: *Hva kan norske kommuner lære av danske kommuner? (What can Norwegian municipalities learn from Danish municipalities)*. Article in the Norwegian magazine KOMMUNALTEKNIKK NR. 6/7, 2015.

Per Anker Jensen and Theo van der Voordt: *How can facility managers add?* Article in EuroFM Insight #33, June 2015.

Rikke Brinkø: *Shared Space mellem vision og realitet (Shared Space between vision and reality)*. Article in FM Update #1, March 2015.

Per Anker Jensen and Theo van der Voordt: *Merværdi for rigtige mennesker (Added value for real people)*. Article in FM Update #1, March 2015.

Per Anker Jensen and Theo van der Voordt: *The added value of FM – updates from the RNG group*. EuroFM Insight, Issue 31, December 2014.

Helle Lohmann Rasmussen, Susanne Balslev Nielsen and Anders B. Møller: *DTU says yes to operational friendly building at DTU – but how should it be done in practice?* EuroFM Insight, Issue 31, December 2014.

Theo van der Voordt and Per Anker Jensen: *Adding value by facility management: a European perspective*. FM Magazine. Australia. October-November 2014.

Juriaan van Meel and Rikke Brinkø: *Working apart together*. EuroFM Insight, Issue 30, September 2014.

Helle Lohmann Rasmussen, Susanne Balslev Nielsen and Anders B. Møller: *JA! til driftsvenligt byggeri på DTU – men hvordan i praksis? (YES! to operational friendly building at DTU – but how in practice?)*. Article in FM Update #3, September 2014.

Esmir Maslesa and Per Anker Jensen (2014): *Værdibaseret bygningsrenovering – præsentation af værktøjet RENO-EVALUE (Value Based Building Renovation – presentation of the tool RENO-EVALUE)*. Article in FM Update #21, March 2014.

Juriaan van Meel and Rikke Brinkø: *Working apart together*. FM World – the BIFM Facilities Management magazine. British Institute of Facilities Management. 27 February 2014.

Jesper Ole Jensen and Susanne Balslev Nielsen: *ESCO-samarbejde: en vej til energioptimering (ESCO-collaboration: a Road to Energy Optimisation)*. Article in FM Update #19, September 2013.

Esmir Maslesa and Per Anker Jensen: *Energioptimering af kontorejendom med forbedring af energimærket som målsætning (Energy Optimisation of office estate with improvement in energy label as objective)*. Article in FM Update #18, June 2013.

Holm, CB, Pietras, C, Maslesa, E, Palm-Henriksen, J, Ramskov Galamba, K, Laursen, N, Nørregård, N, Skafte, P, Schmidt, R, Nielsen, SB, Knudsen, T and Lykkegaard, K. (2013). *Mod bæredygtig FM i Danmark (Towards Sustainable FM in Denmark)* FM Update # 18, June 2013, pp. 6-8.

Ole Emil Malmstrøm and Per Anker Jensen: *World Class Facilities Management (World Class Facilities Management)*. Article in FM Update #18, June 2013.

Jesper Ole Jensen and Susanne Balslev Nielsen: *Erfaringer med ESCO i danske kommuner (Experiences with ESCO in Danish Municipalities)*. Article in Energiforum Danmark. January 2013.

Jesper Kirkeskov: *Personlig kemi er afgørende i facilities management (Personlig chemistry is decisive in facilities management)*. Article based on an interview with Kresten Storgaard in Forsk, Statens Byggeforskningsinstitut, Aalborg Universitet (Danish Building Research Institute, Aalborg University), Newsletter #34, January 2013.

Keith Alexander and Susanne Balslev Nielsen: *How to increase the usability of academic FM research for practitioners?* EuroFM Insight, Issue 23, December 2012.

Kresten Storgaard (2012): *FM Partnerskaber - Forskningsresultater fra CFM (FM Partnerships – Research Results from CFM)*. Article in FM Update #16, December 2012.

Per Anker Jensen: *Organisering af FM i relation til kernevirkksomhed (Organisation of FM in relation to core business)*. Article in FM Update #16, December 2012.

Juriaan van Meel and Mikkel Thomassen: *Using Narratives for Design Briefings*. Metropolis Magazine. November 2012.

Susanne Balslev Nielsen: *Mod nyt kvalitetsmål: et pilotstudie af bæredygtighed i FM på Danmarks Tekniske Universitet (Towards a new quality objective: A pilot study of Sustainable FM at the Technical University of Denmark)*. Article in FM Update #15, September 2012, pp. 22-25.

Akarapong Katchamart (Palm): *Positionering af FM organisationer for at skabe merværdi: en produkt-proces matrix (Positioning of FM organisations to create added value: A product-process matrix)*. Article in FM Update #15, September 2012, pp. 26-29.

Per Anker Jensen: *Videreuddannelse på DTU med specialisering i Facilities Management (Further education at DTU with specialisation in Facilities Management)*. Article in FM Update #15, September 2012, pp. 30-31.

Per Anker Jensen: *Videreuddannelse og kompetenceløft i facilities management (Further education and raising competences in facilities management)*. Article in Hospital Drift & Arkitektur, No. 6, August 2012.

Kristian Kristiansen: *Offentlig-Private Partnerskaber (Public-Private Partnerships)*. Article in the newspaper Politiken (The Politician), 12 August 2012.

Per Anker Jensen: *Two new EuroFM books launched at EFMC2012*. EuroFM Insight, Issue 21, June 2012.

Kirsten Ramskov Galamba: *3 år med bæredygtig Facilities Management. (3 years with Sustainable Facilities Management)*. Article in FM Update #14, June 2012, pp. 4-10.

Rimante A. Cox: *Hvordan skal Facilities Management reagere på klimaforandringerne påvirkning af bygninger? (How should Facilities Management react on the effects of climate change on buildings)*. Article in FM Update #14, June 2012, pp. 12-14.

Per Anker Jensen: *Ny bog om FM og merværdi præsenteret ved EFMC2012 (New book on FM and added value launched at EFMC2012)*. Article in FM Update #14, June 2012, pp. 18-25.

Kristian Kristiansen: *OPP, investeringer og broen ved Frederikssund (PPP, Investments and the Bridge by Frederikssund)*. Cronicle in the weekly professional magazine Ingeniøren (The Engineer), March 2012.

Per Anker Jensen: *Hvordan tegner fremtiden sig for FM? (What is the Future of FM?)*. Article in FM Update #13, March 2012, pp. 20-24.

Rimante A. Cox: *The impacts of climate change on buildings*. Article in Department of Civil Engineering Annual Report 2011. DTU Civil Engineering, 2012, p. 17.

Per Anker Jensen: *Forskning i Facilities Management i Norden (Research in Facilities Management in the Nordic Countries)*. Article in FM Update #12, December 2011, pp. 3-6.

Susanne Balslev Nielsen: *Handlerum til Bæredygtig FM? (Room to Manoeuvre for Sustainable FM)*. Article in FM Update #12, December 2011, pp. 12-14.

Per Anker Jensen: *Hvordan ser den perfekte FM organisation ud om fem år? (What does the perfect FM organisation look like in five years time?)*. Article in FM Update #11, September 2011, pp. 12-13.



Poul Henrik Due and Peder Stephensen: *Opførelse af bruger- og driftsvenligt byggeri (Construction of user and operational friendly buildings)*. Article in FM Update #11, September 2011, pp. 14-16.

Kirsten Ramskov Galamba: *FM som en moderne profession (FM as a modern profession)*. Article in FM Update #11, September 2011, pp. 18-20.

Per Anker Jensen: *Facilities Management Research in the Nordic Countries*. Article in EuroFM's electronic magazine European FM Insight issue 18, July 2011.

Rúnar Örn Ágústsson and Per Anker Jensen: *Commissioning – en metode til driftsoptimering af bygninger (Commissioning – a method to optimizing of building operation)*. Article in FM Update #10, June 2011, pp. 12-15.

Per Anker Jensen: *CFM's Nordiske FM konference (CFM's Nordic FM Conference)*. Article in FM Update #10, June 2011, pp. 22-23.

Juriaan van Meel: *Workhubs*. Research Design Connections, Issue 1, 2011.

Per Anker Jensen: *Ny videreuddannelse på DTU: Master med specialisering i Facilities Management (New further education at DTU: Master with specialization in Facilities Management)*. Article in FM Update #9, March 2011, pp. 24-25.

Hermen Jan van Ree and Juriaan van Meel: *Space Exploration*. FM World, pp. 24-27, January 2011.

Juriaan van Meel and Hermen Jan van Ree: *Workplace Design Made Accessible*. Office et Culture, January 2011.

Kirsten Ramskov Galamba: *Facilities Management og bæredygtig samfundsudvikling - del 2. (Facilities Management and Sustainable Development of Society – part 2)*. Article in FM Update #8, December 2010, pp. 12-13.

Per Anker Jensen: *Nye udbudsformer og partnerskaber inden for Facilities Management (New forms of procurement and partnerships in Facilities Management)*. Article in FM Update #8, December 2010, pp. 16-20.

Per Anker Jensen: *Nye udbudsformer og partnerskaber inden for facilities management (New forms of procurement and partnerships in facilities management)*. Article in DILF-orientering, Vol. 47, October 2010.

Henning de Haas and Anders Peder Hansen: *Facility Management i et service SCM perspektiv. (Facility Management in a Service SCM Perspective)*. Article in DILF-orientering, Vol. 47, October 2010.

Juriaan van Meel: *Grønt kontor = Intet kontor? (Green office = No office?)*. Article in FM Update #7, September 2010, pp. 3-7.

Per Anker Jensen: *Facilities Management kan og skal levere merværdi! (Facilities Management can and must deliver Added Value!)*. Article in FM Update #7, September 2010, pp. 18-23.

Per Anker Jensen: *FM comes of age*. FDE - Finance Director Europe. Spring 2010.

Per Anker Jensen: *Lærende bygninger og bygningers levetid – og 200 års loven i Japan. (Learning Buildings and Building Lifetime – and the 200 Years Law in Japan)*. Article in FM Update #6, June 2010, pp. 6-10.

Jesper Ole Jensen, Pimmie Oesten and Susanne Balslev Nielsen: *ESCO - En vej til læring fra industri til kommuner til bygningsejere? (ESCO – A way to learning from industry to municipalities to building owners?)*. Article in FM Update #6, June 2010, pp. 13-15.



Per Anker Jensen and Ada Scupola: *En undersøgelse af IKT i leverancekæden inden for FM (A survey of ICT in the Supply chain of FM)*. Article in FM Update #5, March 2010, pp. 22-24.

Per Anker Jensen: *Hur stor är FM-marknaden idag? (How Big is the FM Market Today.)* Smart Media. Sweden. February 2010.

Per Anker Jensen: *Hvordan kan viden fra FM overføres til byggeprojekter? (How can knowledge from FM be transferred to building projects?)* Article in FM Update #4, 2009, pp. 3-7.

Kristian Kristiansen: *Facilities Management og Offentlig-Private Partnerskaber (Facilities Management and Public-Private Partnerships)*. Article in FM Update #4, 2009, pp. 8-10.

Poul Henrik Due: *Implementering af driftsviden i byggeriet (Implementation of operational knowledge in building projects)*. Article in FM Update #4, 2009, pp. 12-14.

Helle Juul Bak: *Bygnings Informations Modellering og Facilities Management (Building Information Modelling and Facilities Management)*. Article in FM Update #4, 2009, pp. 16-17.

Kjeld Nielsen: *Studierejse til Manchester for CFM's forskerforum (CFM research forum's study tour to Manchester)*. Article in FM Update #4, 2009, p. 22.

Per Anker Jensen: *Den historiske udvikling af Facilities Management – med DR som case (The historic development of Facilities Management – with Danish Broadcasting Corporation as case)*. Article in FM Update #3, 2009, pp. 3-6.

Kirsten Ramskov Galamba: *Facilities Management og bæredygtig samfundsudvikling – En beretning fra en PhD-studerende (Facilities Management and sustainable development of society – an account by a PhD student)*. Article in FM Update #3, 2009, pp. 20-21.

Per Anker Jensen: *Markedet for FM i Danmark – resultater fra en ny undersøgelse (The Market for FM in Denmark – findings from a new study)*. Article in FM Update #2, 2009, pp. 18-22.

Kirsten Ramskov Galamba and Susanne Balslev Nielsen: *Bæredygtigt Facilities Management - Hvordan bliver FM bæredygtigt? (Sustainable Facilities Management – how does FM become sustainable?)* Article in FM Update #1, 2009, p. 19.

Per Anker Jensen and Susanne Balslev Nielsen: *Sustainable FM – a new field of research and practice*. Article in Dutch journal on design management, October 2008.

Susanne Balslev Nielsen and Jesper Ole Jensen, SBI: *Miljøstyret bygningsdrift i boligejendomme (Environmental managed building operation in residential)*. Article in number 4 of the Swedish periodical Facilities, 2008.

Per Anker Jensen: *Research Network Group Collaborates on Research Projects across Borders*. Article in EuroFM's electronic magazine European FM Insight issue 5, March 2008.

Per Anker Jensen: *New Facilities Management Research Centre in Denmark*. Article in EuroFM's electronic magazine European FM Insight issue 5, March 2008.

Per Anker Jensen: *Uddannelse og forskning i Facilities Management ved Danmarks Tekniske Universitet (Education and Research in Facilities Management at the Technical University of Denmark)*, article in number 2, Danish version of the Swedish periodical Facilities, 2008

Per Anker Jensen: *Nye veje til værdiskabelse i virksomheder (New ways to value creation in companies)*. Feature in Ingeniøren September 19th 2008.

Per Anker Jensen: *2 nye bøger om Facilities Management (2 new books on Facilities Management)*, article in number 3, Danish version of the Swedish periodical Facilities, 2008.

Per Anker Jensen: *Skab bygninger med optimal ejendomsforvaltning (Create buildings with optimal property management)*, article in the periodical Danish ARK Byg number 2, 2008.