



**FM Futures
EuroFM Research Project**

EUROPEAN FACILITIES MANAGEMENT

THE NEXT GENERATION

Professor Keith Alexander
Centre for Facilities Management, Manchester, UK
June 2009

A EuroFM Publication

FACILITIES MANAGEMENT FUTURES

Author Professor Keith Alexander
Centre for Facilities Management
Manchester, UK

First Edition
June 2009
ISBN/EAN 978-94-90694-02-9

EuroFM contact information

Euro FM Network
P.O. Box 5135
NL-1410 AC Naarden
The Netherlands
Tel.: +31 35 694 27 85
eurofm@eurofm.org
www.eurofm.org

EUROFM



EuroFM's Mission is the advancement of knowledge in Facility Management in Europe and its application in Practice, Education and Research.

EuroFM is a Network of more than 78 organisations, all focussed on Facility Management. They are based in more than 20 European countries and represent professional (national) associations, education and research institutes and corporate organisations.

The open Network of professionals, academics and researchers generates a rich mix of activity, initiated by three network groups: the Practice Network Group, the Education Network Group and the Research Network Group. These Network groups form the core of EuroFM.

The EuroFM members are involved in an open exchange of information and experience through meetings, seminars and workshops, through collaboration in research projects, sometimes funded by EC, and through the development of joint educational programmes.

Proceedings of these activities are disseminated through the Network via the EuroFM Website, an annual conference and through newsletters, research papers and publications in Facilities.

Publication sponsored by



EUROPEAN FACILITIES MANAGEMENT FUTURES

CONTENTS

Preface	4
Acknowledgements	
Executive summary	5
Introduction	6
FM Futures Research Project	7
Aims and objectives	
Structure and methodology	
Horizon Scanning	8
Trends affecting Facilities Management in Europe	
Back scan	
Future scan	
Environmental scan	9
Future factors	
Futures Workshops	
Workshop 1 Helsinki, Finland	10
Workshop 2 Manchester, UK	11
Workshop 3 Zurich, Switzerland	12
Facilities Management Futures	
The world of FM in Europe in 2018	13
Future scenarios	
Implications for education	
Implications for practice	
Implications for research	
Opportunities and challenges	
Facilities Management: the next generation	
Conclusions and reflections	14
EuroFM FM Futures Studies	
Resources	15

PREFACE

At the European FM Research Summit held in Manchester, 27 January 2005, it was recommended that an essential prerequisite to setting an agenda for FM research in Europe, was an understanding of the factors that will impact on organisations in the future.

EuroFM's Research Network Group took up the recommendation and created a research project, 'FM Futures', supported by a number of EuroFM member organisations, and originally led by Professor John Ratcliffe (DIT, Dublin, Ireland) and Antti Tuomela (then of Senate Properties, Helsinki, Finland) and coordinated by Professor Keith Alexander.

The Centre for Facilities Management in Manchester has undertaken the research analysis and reporting of the project. A database has been created and will provide EuroFM member organisations with access to all the material generated in the project.

The overall theme for the research symposium at EFMC2009 in Amsterdam is the development of a research agenda for FM and this report will be an important input to this development. We also hope that EuroFM's members – whether they are national associations, educational and research institutions or corporate associations – will take up the challenge and find inspiration to work with the identification of their possible futures. This should not be seen as an attempt to prophesize **the future** but as a part of taking responsibility for their organisations development and engage in creating **their best possible future**.

We would like to thank all the participants in the project for their contribution and in particular Keith Alexander for coordinating the work from the beginning to the end and editing this final report. Last but not least we thank IFMA for financial support to the last phase of the project, which have made it possible to produce this publication.

Albert Pilger
Chairman, EuroFM

Per Anker Jensen
Chairman, EuroFM, Research Network Group, 2007-8

ACKNOWLEDGEMENTS

Over 200 people from professional, educational and research backgrounds participated in the events organised as part of the project. They each made invaluable contributions to the work, sharing their ideas, knowledge and enthusiasm for the future of facilities management.

EuroFM acknowledges the commitment made by the member organisations in collaborating in the research and hosting Futures workshops:

Facilities Services Research, Construction Economics and Management, Helsinki University of Technology, Finland;
Centre for Facilities Management, University of Salford, Manchester, UK;
Institute of Facility Management, Zurich University of Applied Sciences, Switzerland.

EXECUTIVE SUMMARY

Even before the impact of the collapse of the world's financial systems was felt, the European FM Futures Project had identified major trends affecting facilities management in Europe requiring fundamental change. The combined impact of demographic trends, climate change and advances in information society technologies was seen to present an unprecedented opportunity and challenge to the fledgling profession and industry, almost before it had established its credentials and found a leading position in organisations. The 'credit crunch' now makes it essential that the basic tenets of Facilities Management are challenged, that new paradigms emerge and that preparations for its role in a whole new world begin.

The agenda for Facilities Management in Europe is set by the Lisbon Agenda. Facilities management must define its contribution in three main areas – knowledge-based economy, sustainable growth and employment and social and environmental objectives.

The research project contributes five main outputs to the debate about Facilities Management futures. The project has shown how Facilities Management can be aligned to European policy and identifies forces for change shaping the business environment. The project has created plausible scenarios and suggested implications for education, research and practice. The work reviewed the short history of Facilities Management and has shown its evolution from its origins in operations to a more strategic position. The project calls for the next generation of Facilities Management to take a leading role in transforming organisations and contributing, in a sustainable way, to the European knowledge economy.

Three FM Futures workshops and three, open research seminars were held to engage as broader involvement of facilities people as possible in its development. Over 200 practitioners, educationalists and researchers from all sectors and from across Europe, contributed their ideas, and their considerable experience and knowledge.

From this wealth of input, five views of the future were developed - a desired future based on a vision of what FM can contribute, a created future built on a strategy for EuroFM as a change agent, a possible future based investing in education and research, a probable future based on widely held assumptions about the state of the industry and an unexpected future born of discontinuity. These five views of FM futures are only stated in outline, but are based on the analysis of the findings of the research project and the contributions of the participants.

Four scenarios for the future of FM in Europe were also developed in response to the discussions generated in project workshops. The scenarios address two key questions arising from the work - how can we improve usability for the benefit of all stakeholders and how do we ensure that we develop sustainable facilities. The four scenarios, temporarily named The Race, Collaborative Leap, Aspirational Communities and Zero-sum Game (after World Economic Forum scenarios), will be fully developed in the next stage of the work.

The project raises fundamental implications for practice, research and education in Europe, and highlights many exciting opportunities and challenges for Facilities Management and particularly for EuroFM. The issues raised in the report should be addressed by each of the Network Groups and should form the basis for the development of a co-ordinated EuroFM initiative.

All the material, the contributions and reports of events, together with relevant futures studies, have been collated into a database and will be available to EuroFM member organisations through the website. The elements of a FM Futures toolkit and step-by-step future studies process will be developed to encourage you to think about the future by looking at the present through the eyes of the future.

Proposals for continuation of the Facilities Futures Project have been developed and include a further round of Futures Workshops, to encourage the involvement of other EuroFM member organisations and to continue the development of futures scenarios. Proposals also envisage the development of a EuroFM FM Foresight network, maintenance of an online database and development of the methodology, processes and toolkit as a resource for members.

INTRODUCTION

'Time present and time past are both perhaps contained in time future
And time future contained in time past'
T.S. Eliot, Burnt Norton, The Four Quartets

In stable conditions managers can plan with greater certainty and are able to identify significant and longer term issues for which they can easily prepare. However, in a prevailing climate of uncertainty and change, and with the need to respond quickly to unforeseen circumstances, managers need to develop approaches that enable them to foresee future challenges, envisage the impact on the organisations and communities in which they work and develop the strategies and competencies needed to retain an advantage.

This is particularly true in the changing world of facilities management, which in itself can be seen as a strategy for managing change. It is natural, therefore, that the profession and industry should recognise and understand the importance of future studies, of effective scenario planning and the need to develop skills and competencies to contribute to the forward planning in organisations.

Organisations and communities need to think the unexpected. Although few futurologists foresaw the collapse of global financial systems, successful organisations with supple systems are prepared for unexpected change and can rapidly adapt.

At the European FM Research Summit held in Manchester, 27 January 2005, it was recommended that an essential prerequisite to setting an agenda for Facilities Management in research Europe, was an understanding of the factors that will impact on organisations in the future.

The European Research Network Group took up the recommendation and conducted the FM Futures research project, supported by a number of EuroFM member organisations. The project started with an introductory seminar at the EuroFM Research Symposium in Frankfurt in 2006 and concluded in Autumn 2008 with a presentation of the project at the EuroFM meeting in Helsinki and a final workshop in Zurich, Switzerland in November 2008.

EuroFM member organisations have contributed to the project by hosting workshops. FIFMA and Helsinki University of Technology (TKK) organised the opening workshop, RBS and the University of Salford hosted a week-long research hotel in Manchester and the University of Applied Sciences in Zurich held the last event. Short reports of these workshops are included in this publication.

The Centre for Facilities Management in Manchester has undertaken the research analysis and reporting of the project. A database has been created and will provide EuroFM member organisations with access to all the material generated in the project.

The role of education and research in developing the knowledge, systems and skills needed for an unpredictable future is paramount. The inter-relationship amongst practising managers, researchers and educators is the hallmark of EuroFM activity. Although the Facilities Management Futures project emerged from the needs of researchers to understand organisational issues and trends to which FM must contribute and respond, it is a vital component of the future programme across all network groups and should be central to EuroFM future strategies.

The EuroFM FM Futures research project provides a basis to develop a programme – to advance knowledge in facilities management and its effective application in practice, education and research - relevant to the conditions and needs of the 21st century.

IFMA supported the project by funding a joint EuroFM/IFMA summary publication for a formal launch at EFMC2009 in Amsterdam.

FACILITIES MANAGEMENT FUTURES RESEARCH PROJECT

Aims and objectives

Participants in the EuroFM Research Network Group decided that, in order to develop a research agenda, the changing role of Facility Management and how Facility Management will function in the future work environment, should be considered.

The FM Futures research network project aimed to identify common forces for changes, to produce scenarios and respond to the FM challenge in the changing world of work.

Agreed objectives for the project were to:

explore the changing context and nature of work and living in the 21st Century;

identify the challenges of a European knowledge economy;

appreciate the need to create the conditions for excellence, to promote innovation and manage risk in all kinds of enterprise;

recognise opportunities to create a positive experience for users of settings and services, at all scales of environment and levels of operation;

respond to increasing demands for social and environmental responsibility;

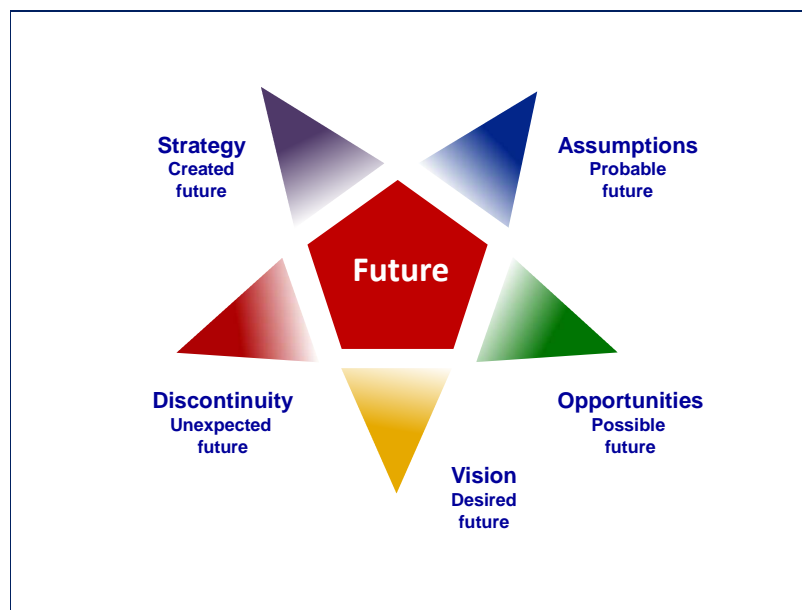
assimilate the potential of information society technologies for improving service productivity.

By briefly looking back at the past, analysing current trends and using these to extrapolate into the future, the project attempted to chart a journey for Facilities Management in Europe towards 2018.

Structure and methodology

Two main methodological approaches were used to analyse and structure the findings:

The Eltville Model - five views of the future



Futures Workshops in the project used a PESTLE analysis to help identify and analyse the most important trends that could shape the future of the workplace. This is a useful strategic tool for analysing the external business environment and is often used for business and strategic planning, business and product development and, of course, research. It provides a framework for categorising environmental influences as **P**olitical, **E**conomic, **S**ocietal, **T**echnological, **L**egal and **E**nvironmental. The analysis examines the nature and potential impact of these factors, and then surmises how these factors might interact together to alter the future world of work.

HORIZON SCANNING

Trends affecting Facilities Management in Europe

‘Horizon scanning alerts people and organisations to potentially changing paradigms and helps them to respond early, rather than react late, to rapidly changing conditions beyond their own industries’

Back casting

Looking at trends and patterns from the past can often give an indication of how things might unfold in the future. Extrapolation and causal models are commonly used methods of analysis. For some history is bunk and, in times of unprecedented change there is little to learn from the past. But an analysis of the short history of Facilities Management reveals a gradual evolution and identifiable generations

Future scanning

From a myriad of reports and publications that were collated and reviewed as part of the study, all of which are included in the futures database, three key sources were identified to inform the analysis and to provide input to the series of futures workshops:

World Economic Forum (2008)

WEF futures studies paint four very different pictures of the business environment for Facilities Management in 2018. These are not attempts to predict the future, but to sketch the boundaries of the plausible: they aim to enable stakeholders to tease out underlying forces of change, to make better strategic decisions and to proactively shape their industry’s future.

Four scenarios emerged from two key questions identified by project participants:

Will the corporate environment become more global, or will it evolve towards a multitude of local markets?

Will the demand – and Facilities Management relations with its clients – be transactional or value-based?

Edge Foundation (2008)

Edge Futures are a series of five studies that explore the impact that climate change will have on different aspects of our lives in the future.

‘Living and Community’

‘Transport and Neighbourhoods’

‘Work and the City’

‘Education and Creativity’

‘Globalism and Regionalism’

By the year 2025, the climate will have changed irrevocably, mainly as a result of greenhouse gas emissions. The temperature is predicted to be, on average, half a degree warmer and will fluctuate to a greater extent. Rainfall will have reduced but will also become more extreme. Resources such as energy, water and food imports will be in shorter supply and transport will be constrained; partly as a result of climate change but also due to regulations aimed at preventing global warming.

Chartered Management Institute (2018)

The world of business has changed dramatically in the last 10 years. The management and leadership skills needed to survive today, let alone prosper, are very different from those of a generation ago, and those skills are likely to change dramatically over the next generation.

A management futures project on behalf of CIM looked ahead to 2018 and predicted what the world of work and management will look like and examined how organisations can prepare for it. Based on the perspectives of a broad range of business leaders, futurologists and academics and a close analysis of the trends affecting organisations, it investigates two fundamental issues:

- What will the world of work and management look like in 2018?

- What do we need to start doing to enable business leaders to deal with tomorrow?

References:

‘Engineering and Construction Scenarios to 2020’, World Economic Forum (2008)

‘The Edge Futures’, The Edge Foundation, Black Dog Publishing (2008)

‘Environmental Scanning: trends affecting the world of work in 2018’, Chartered Management Institute (2008)

‘Management Futures – the World in 2018’, Chartered Management Institute (2008)

ENVIRONMENTAL SCANNING

Future factors

Issues, trends and technologies

Similar issues and trends emerged from horizon scanning exercises built into each workshop. These issues and trends will be analysed further to produce a set of agreed issues, capable of being developed and updated for use in other futures studies. The issues that emerged were analysed using the PESTLE framework to highlight gaps, identify emphasis and bias.

FACTOR

CONSIDERATIONS

Political

What are the key political drivers of relevance?

What is happening politically in the environment in which you operate, including areas such as tax policy, employment laws, environmental regulations, trade restrictions and reform, tariffs and political stability?

Likely to include - worldwide, European and Government directives, funding council policies, national and local organisations' requirements, institutional policy

Economic

What are the important economic factors?

What is happening within the economy, for example; economic growth/ decline, interest rates, exchange rates and inflation rate, wage rates, minimum wage, working hours, unemployment (local and national), credit availability, cost of living, etc.

Likely to include - funding mechanisms and streams, business and enterprise directives, internal funding models, budgetary restrictions, income generation targets

Social

What are the main societal and cultural aspects?

What is occurring socially in the markets in which you operate or expect to operate, cultural norms and expectations, health consciousness, population growth rate, age distribution, career attitudes, emphasis on safety, global warming.

Likely to include - societal attitudes to education, particularly in relation to government directives and employment opportunities. Also general lifestyle changes, changes in populations, distributions and demographics and the impact of different mixes of cultures

Technological

What are current technology imperatives, changes and innovations?

What is happening technology-wise which can impact what you do, technology is leaping every two years, how will this impact your products or services, things that were not possible five years ago are now mainstream, for example mobile phone technology, web 2.0, blogs, social networking websites. New technologies are continually being developed and the rate of change itself is increasing. There are also changes to barriers to entry in given markets, and changes to financial decisions like outsourcing and insourcing.

Likely to include - major current and emerging technologies of relevance for practice, research and education

Legal

Current and impending legislation affecting the role

What is happening with changes to legislation? This may impact employment, access to materials, quotas, resources, imports/ exports, taxation etc.

Likely to include - European and national proposed and passed legislation

Environmental

What are the environmental considerations, locally and further afield?

What is happening with respect to ecological and environmental aspects? Many of these factors will be economic or social in nature.

Likely to include - Local, national and international environmental impacts, outcomes of political and social factors

Workshop 1 Facilities Management Futures Helsinki, Finland, 16/17 October 2006

The programme



EuroFM

FINNISH WORKSHOP
Helsinki, 19/20 October 2006

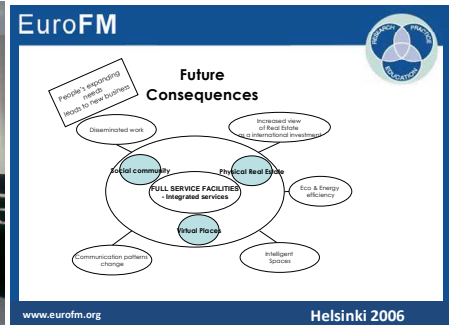
Hosted by TKK/FIFMA
Finnish Future Vision 2010 –
Construction and Real Estate cluster
Finnish Futures Research Centre –
Turku Business School
Futures wheel

www.eurofm.org

The participants



The outputs



The Finnish Government has created a futures vision (Vision 2010) for the construction and real estate cluster, including proposals for the development of facilities management.

This inspired an FM Futures initiative, as part of the EuroFM project, and a workshop took place in Helsinki in October 2006. The workshop was arranged by FIFMA and Helsinki University of Technology. The chairman of the workshop was Antti Tuomela (Ovenia). Facility Service Research Group (CEM) from Helsinki University of Technology organized the workshop. The workshop was organized around a Futures Wheel exercise, led by the Finnish Futures Research organization.

Futures Wheel

The Futures Wheel is a way of organizing thinking and questioning about the future -- a kind of structured brainstorming. This method is a form of structured brainstorming that aims at identifying secondary and tertiary consequences of trends and events. A trend or event is placed in the middle of a piece of paper and then small spokes are drawn wheel-like from the centre. Primary impacts and consequences are written in circles of the first ring. Then secondary consequences of each primary impact are derived forming the second ring. This ripple effect continues until there is a clear picture of implications that the event or trend can have, becoming as tangible as possible towards the outside.

Three groups were formed to address three perspectives of the futures wheel – the Past – to consider historic forces, the Present – to assess current impacts and the Future – to consider consequences

Workshop report

Heidi Rasila, Johanna Alho, Nils Gersberg, Suvi Nenonen and Antti Tuomela, (2006), 'Full service facilities in history, present and future - a futures wheel exercise in Finland', FSR, CEM, Helsinki University of Technology

To follow up this workshop contact:

Dr Suvi Nenonen, Senior Researcher, PhD, Facility Services Research Group (FSRG)
Helsinki University of Technology, P.O. Box 3300, 02015 TKK, Finland, mob +358 505 985 342
email: suvi.nenonen@tkk.fi; web address: www.fsrq.tkk.fi

Workshop 2 Facilities Management Futures: Innovation, Sustainability and Regeneration Manchester, United Kingdom, 5/9 March 2007

The programme



FACILITIES MANAGEMENT:
Regeneration, Innovation and Sustainability
Manchester, 5/9 March 2007



PROGRAMME

Mon 5 Mar Health and well-being
EuroFM, 'FM in healthcare project'
Tues 6 Mar Education and learning
Wed 7 Mar Social and civil justice
Thurs 8 Mar Creativity and culture
FM Foundation meeting
Facilities management futures
EuroFM, 'FM futures project'
Fri 9 Mar



Project Part-Financed
by the European Union
European Regional
Development Fund



The participants

The outputs



FACILITIES MANAGEMENT:
Regeneration, Innovation and Sustainability
Manchester, 5/9 March 2007



OUTPUTS

Challenges

Leadership role for FM
Broker for more foresightful and insightful futures
Can we achieve a multiplier effect through FM strategies?
Can FM make a difference?

New initiatives

Local innovation partnership
Manchester footprint
Action plan for FM governance
Relaunch FM Foundation



Project Part-Financed
by the European Union
European Regional
Development Fund



CFM invited leading academics and practitioners to participate in a Delphi exercise and/or 'research hotel' with the objective of exploring different perspectives of Facilities Management in response to the challenges of the knowledge economy and in the context of the City.

Delphi exercise

25 respondents in the exercise co-produced 6 statements to set an agenda for the research hotel and futures workshop. Although a broad agreement about the issues emerged, there was wide disagreement about status and role of FM and capability to address the challenges.

The proposition - Facilities management has a broader role to play in the processes that contribute to responsive, innovative and inclusive solutions to City regeneration and in achieving social, economic and environmental sustainability.

The opportunity - Facilities management can contribute to key strategies of a City and has an important role to play in developing its national and international significance, and in creating an attractive place where people choose to live and in which companies want to invest.

Repositioning - in response to the City context, facilities management should fulfil social and environmental responsibilities and make a positive contribution to regeneration and sustainability and ensure that facilities management policies and strategies are reshaped accordingly.

Partnerships - as a multi-disciplinary activity, Facilities Management should create new alliances through the value chain, across the public, private and voluntary sectors, and between industry partners to address the challenges of a knowledge economy.

Processes - Facilities management should create a 'workscape' that integrates services and settings within the context, so as to positively contribute to the health and well-being of the organisation, its employees and partners and local, regional, national and international community of which it is part.

Performance - the contribution of Facilities Management will be assessed by the perceived benefit it delivers to all stakeholders, and success measured by criteria that include its impact on society and the environment.

Innovation - Facilities Management has to change in its nature to become altogether more sophisticated in the way that it works with communities of stakeholders and stakeholder organisations, uses community wide information, and responds to political and ethical issues.

Research hotel

A week-long series of workshop was set in the Spinningfields redevelopment area in Manchester city centre and addressed facilities management, considered as a multi-disciplinary discipline, in this context. Over 100 registered 'guests' each contributed material, ideas and experience and shared an understanding of future FM challenges and opportunities and explored new ideas or tackle old problems in new ways.

To follow up this workshop contact: Prof Keith Alexander, CFM Manchester
email: k.alexander@salford.ac.uk; Project website: <http://fmfutures.wordpress.com/>

Workshop 3
Facilities Management Futures: a prospective
Zurich, Switzerland, 11 November 2008

The programme

The participants

The outputs

EuroFM

Futures Workshop

Horizon Scanning
 Strategic Conversations
 Survey Questionnaires
 Scenarios
 Wind Tunnel Testing
 Visioning

Briefing Session

Morning Session:
 Set the Strategic Question
 Identify Driving Forces of Change
 Determine Main Issues and Trends
 Cluster Themes

Afternoon Session:
 Create Scenarios
 Produce Preferred Future Vision
 Identify Policy Fields and Action Agendas
 Create Mission Statement

www.eurofm.org Zurich 2008



EuroFM

WAYS OF WORKING

Traditional, fixed, territorial, controlled

Scenario 1: Aldi, Banks, Today's standard, Standard processes, Calculable, Planable, Non-sustainable, Short-term, Space reduction, Cost reduction for company, Credit Suisse

Scenario 2: LCC lower, Investment higher, eco trend, Sustainable, Long-term, Space heterogeneous, Benefit for all stakeholders, Google, IBM

Scenario 3: Non-conventional, non-territorial, self responsibility

Scenario 4: A&W, Public sector

SUSTAINABILITY
 = financial, social + ecological

www.eurofm.org Zurich 2008

A one day workshop in Zurich was hosted by the Institute for Facility Management at Zurich University of Applied Sciences and was planned as a facilitated scenario planning workshop with prominent FM practitioners from German speaking countries.

The event was organized as a two-part futures workshop using the 'prospective' process developed by the Futures Academy at DIT and adapted by EuroFM as a common approach behind the EuroFM series.

Identifying the issues

The European standard definition of facility management was used as a basis for the workshop: 'integration of processes within an organisation to maintain and develop the agreed services which support and improve the effectiveness of its primary activities', EN 15221-1, 2006 - Facility Management – terms and definitions.

The strategic question set for previous workshops was considered and agreed - 'what are the major forces of change affecting the future of facilities management and the workplace, and how should the facilities management community prepare itself no to face a future of uncertainty and complexity?'. Personal introductions and an individual brainstorming exercise was used to identify driving forces of change that will impact on the strategic question.

Developing the scenarios

The important issues identified in the morning session were clustered around the issues of sustainability and demographic change. Three groups developed scenarios around two critical uncertainties identified in the initial brainstorming session and subsequent discussion - sustainability and alternative ways of working.

Sustainability – financial, social and environmental – the extent to which facilities can be sustained in the longer term to the benefit of all stakeholders and with a minimum ecological impact.

Ways of working – the extent to which opportunities are provided in organisations for choice, freedom and flexibility in when, how and where to work.

A matrix was formed using these two key uncertainties and the groups were asked to develop scenarios in each quadrant.

To follow up this workshop contact: Prof Thomas Wehrmuller, Institute of Facility Management, Zurich University of Applied Sciences, School of Life Sciences and Facility Management.

Tel. +41 (0) 58 934 58 25; e-mail: thomas.wehrmueller@zhaw.ch; web address: www.ifm.zhaw.ch

FACILITIES MANAGEMENT FUTURES

The world of FM in Europe in 2018

Five futures

A vision – the desired future

Facilities Management takes a leading role in making Europe the most dynamic and competitive knowledge-based economy in the world. Becomes an influential partner and is able to clearly demonstrate its contribution to sustainable economic growth, the creation of more and better jobs and in promoting greater social cohesion, and respect for the environment'

A strategy – a created future

EuroFM focuses on promoting open innovation and creativity in Facilities Management and realises the power of its unique network of practitioners, researchers and educationalists for co-creating the environment in which social enterprise and individual talent can flourish.

Opportunities – a possible future

Recognising the need for change, EuroFM member organisations combine with public, private and social partners in a European-wide initiative to manage and share knowledge and invest in a Facilities Management education and research in order to build a future for professional facilities management.

Assumptions – the probable future

Facilities Management fails to evolve and continues to respond to an agenda focussed on short-term, factional interests of business and the market. Further commoditisation of the products and services delivered in the name of Facilities Management become ever more efficient, meeting strict cost and performance criteria, but adding no real value.

Discontinuities – an unexpected future

In a post-crunch era, conventional Facilities Management practise becomes increasingly irrelevant to societies' needs and is replaced by a community-based approach, responsive to the personal needs of users and enabled by web-based technologies in a networked Europe.

Future scenarios



During the course of the project participants addressed a broad spectrum of issues which can be summarised in two main questions for the future of Facilities Management in Europe:

- How can we create the relationships amongst users, managers and providers to ensure that full value is achieved, organisations are transformed and benefits realised for all stakeholders?;
- How can organisations find the appropriate balance of facilities that enable opportunities for wealth creation provided by globalisation and technology whilst respecting the needs of people and the planet?

Usability and sustainability were used as the dimensions of a matrix around which four scenarios will be developed. At this stage the scenarios are named according to the World Economic Forum's scenarios – The Race, Collaborative Leap, Aspirational Communities and Zero-sum Game. The four scenarios will be further developed in follow-up workshops to be organised in the next phase of the project.

Implications for education, practice and research

The EuroFM FM Futures research project provides the basis to develop a programme to advance knowledge in facilities management and its effective application in practice, education and research, relevant to the conditions and needs of the 21st century.

The role of education and research in developing the knowledge, systems and skills needed for an unpredictable future is paramount. The inter-relationship amongst practising managers, researchers and educators is the hallmark of EuroFM activity. Although the Facilities Management Futures project emerged from the needs of researchers to understand organisational issues and trends to which FM must contribute and respond, it is a vital component of the future programme across all network groups and should be central to EuroFM future strategies.

FACILITIES MANAGEMENT: THE NEXT GENERATION

Reflections

'The more difficult the economic climate, the greater the imperative to have systems which provide the organisation with customer focus, the ability to differentiate itself through innovation, and the processes to manage scarce resources'

As the project was in its concluding stages, the crisis in confidence in the world's financial systems was beginning to emerge. Although none of the Futures Workshops had identified this as a possibility, its' devastating overall impact and the consequences for Facilities Management practice in Europe highlight the need to be prepared for the unexpected and to plan for future uncertainty.

The back casting exercise provided an opportunity of reflecting on the short history of Facilities Management, charting its development and evolution.

1970s	1G	Managed services, outsourcing total facilities management, CAFM	Operational
1980s	2G	Quality management, management agency benchmarking, FM processes , FIMS	Tactical
1990s	3G	Partnering, re-engineering processes, knowledge management product innovation, sustainable facilities management	Strategic
2000s	4G	Business processes, open innovation, usability service excellence, transformational outsourcing,	Transformational

At the European Facilities Management Conference in Manchester (EFMC08) the vision of a new wave of Facilities Management was proposed in response to the context of post-industrial cities. A leading role for FM in urban sustainability was envisaged, with an emphasis on innovation and creativity, community-based planning and open sourcing.

As Facilities Management enters a fifth decade and, perhaps a fifth generation in the development of Facilities Management, what will the next generation be like?

EUROFM FM Futures Studies RESOURCES

Futures Workshops

EuroFM encourages its member organisations to collaborate in a further series of Facilities Management Futures workshops. EuroFM can provide background materials, support member organisations by planning and facilitating national events.

For further information contact: Prof Keith Alexander, CFM Manchester, +44 161 981 6650; email: k.alexander@salford.ac.uk;

Research Report

A research report is available on the EuroFM web-site. The report presents an overview of a collaborative project amongst EuroFM member organisations that was concluded in November 2008. The report provides the background and an introduction to the project and comprises reports of each of three workshops and other relevant futures studies. Presentations from three seminars, held in association with the EuroFM Research Symposium are also provided.

The report identifies the potential forces of change looming over the horizon which will alter or even transform the external business environment, impacting on organisations in all sectors of the economy and on Facilities management.

The full research report can be downloaded by EuroFM members at - www.eurofm.org

Research Database

A database has been created and will provide EuroFM member organisations with access to all the material generated in the project.

For access to the database contact: Prof Keith Alexander, +44 161 981 6650; email: k.alexander@salford.ac.uk;

Facilities Management Foresight Network

The Shaping Tomorrow network provides a futures intelligence, trends research tool and knowledge management portal that helps organisations better 'anticipate trends' and satisfy increasing hunger for ingenuity. CFM collaborate with Shaping Tomorrow to create a private social networking site, providing an ongoing mechanism for scanning futures, identifying trends in support of strategic planning.

CFM are collaborating with Shaping Tomorrow to create the pilot for a EuroFM/IFMA branded social networking site, providing an ongoing mechanism for scanning futures, identifying trends in support of strategic planning.

A Facilities Management Futures group has been created to provide a forum for sharing insights, scenarios and trends about facilities and their management to achieve the strategic aims and objectives of organisations and communities.

For further information contact - <http://www.shapingtomorrow.com>

IFMA Facility Management Forecasts

One of the International Facility Management Association's objectives is to provide and engage stakeholders with opportunities that expand and leverage their collective knowledge and experiences. To further this objective, IFMA periodically sponsors a forecasting workshop to examine the emerging trends and issues that will influence facility management professionals in the coming years.

A panel of industry experts was invited by IFMA to represent various industry sectors and constituencies of the facility management profession.

For further information contact: Shari Epstein, Associate Director of Research, email: research@ifma.org; www.ifma.org