

# INNOVATION MANAGEMENT OR CONFLICT RESOLUTION?

DFM Conference 7<sup>th</sup> – 8<sup>th</sup> April 2016

By

Giulia Nardelli

Post-Doc researcher

Jakob Moltsen

Director, Head of Group Workplace Management

# GIULIA NARDELLI BIO

- M.Sc. in Economics and Management of Innovation and Technology
- Ph.D. in Innovation and FM
- Post-Doc researcher at DTU Management Engineering, Center for Facilities Management Realdania Research, Technical University of Denmark

**Innovation in Services and Stakeholder Interactions:  
Cases from Facilities Management**

Ph.D. Dissertation  
2014

**Giulia Nardelli**

Communication, Business and Information Technology (CBIT)  
Roskilde University, Denmark

# Jakob Moltsen Bio



Head of Group Workplace Management



Global Head of Facility Management



Nordic Head of Contract mgmt and IFM development  
Country Team Leader Building Maintenance



Head of Project Management  
Area Project Manager

## Experience

- 10+ years of international IFM experience from both sides of the negotiations table



# Group Workplace Management Vision and scope

## ***"Building a better workplace"***

### **Real Estate**

- Sales/leases of buildings
- Rental management
- Land lord liaison
- Tenant representation
- Capital projects

### **Site and Building Security**

- Security services
- Guards
- Access controls
- Fire protection

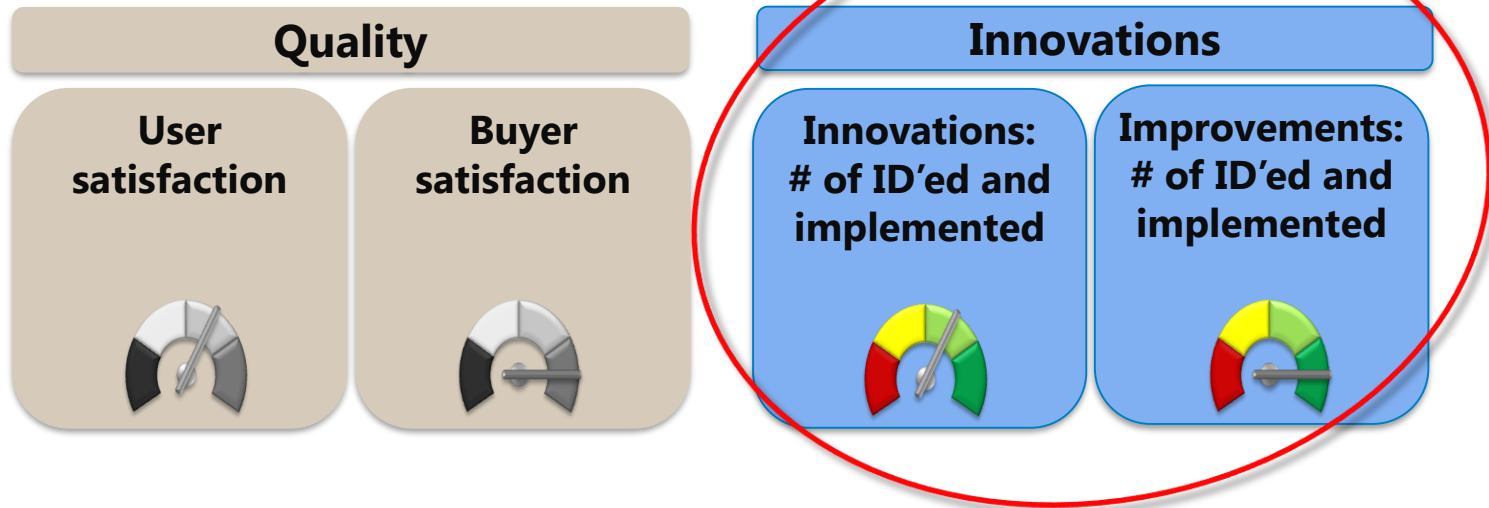
### **Facility Management**

- FM Management services
- Cleaning and waste
- Security services
- Catering services
- Property related service.

### **The RE&FM Foundation**

Global platform for creating insight and subject matter expertise  
Regional FM managers and local business partnering  
Globally harmonized yet locally delivered

# Global IFM contract KPIs



## Cost

FM Glidepath cost model



Reduction of TCO per sqm & HC

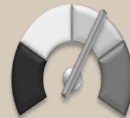


## Incidents handling

Response time to emergency actions



Report/ lesson learned on incidents



## Ops. Excellence

Availability of infrastructure/ equipment



PPM & Asset management



### Output based KPIs

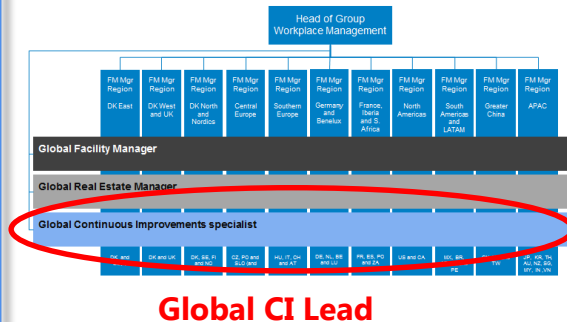
- In total 10 KPIs within 5 different categories all constituting the value creation by FM to Group Workplace Management.

# Innovation Management

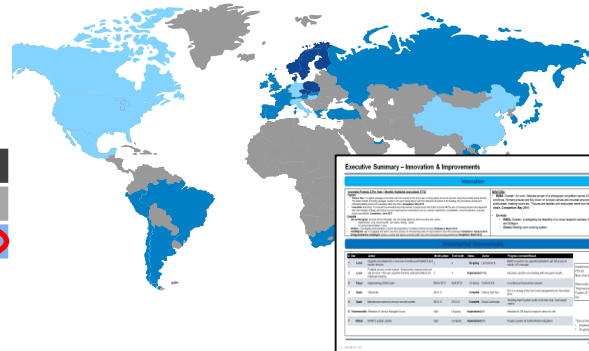
## Setting up a sustainable framework

Top-down approach

### Organizational structure



### Monthly governance meetings



### Innovation Board

Innovation launch pad

1. Governance meetings  
Local / Site levels  
Regional levels  
Global level

Today

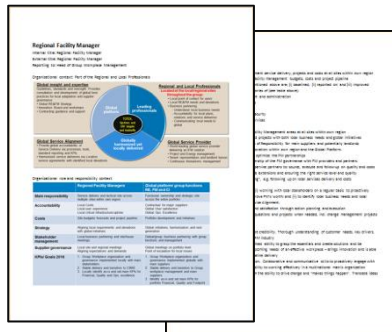
2. Innovation Board and Workshops  
Drives local, regional and global innovations and improvements

Tends to look backwards in time

Looking into the future

Bottom-up approach

### Roles & Responsibilities



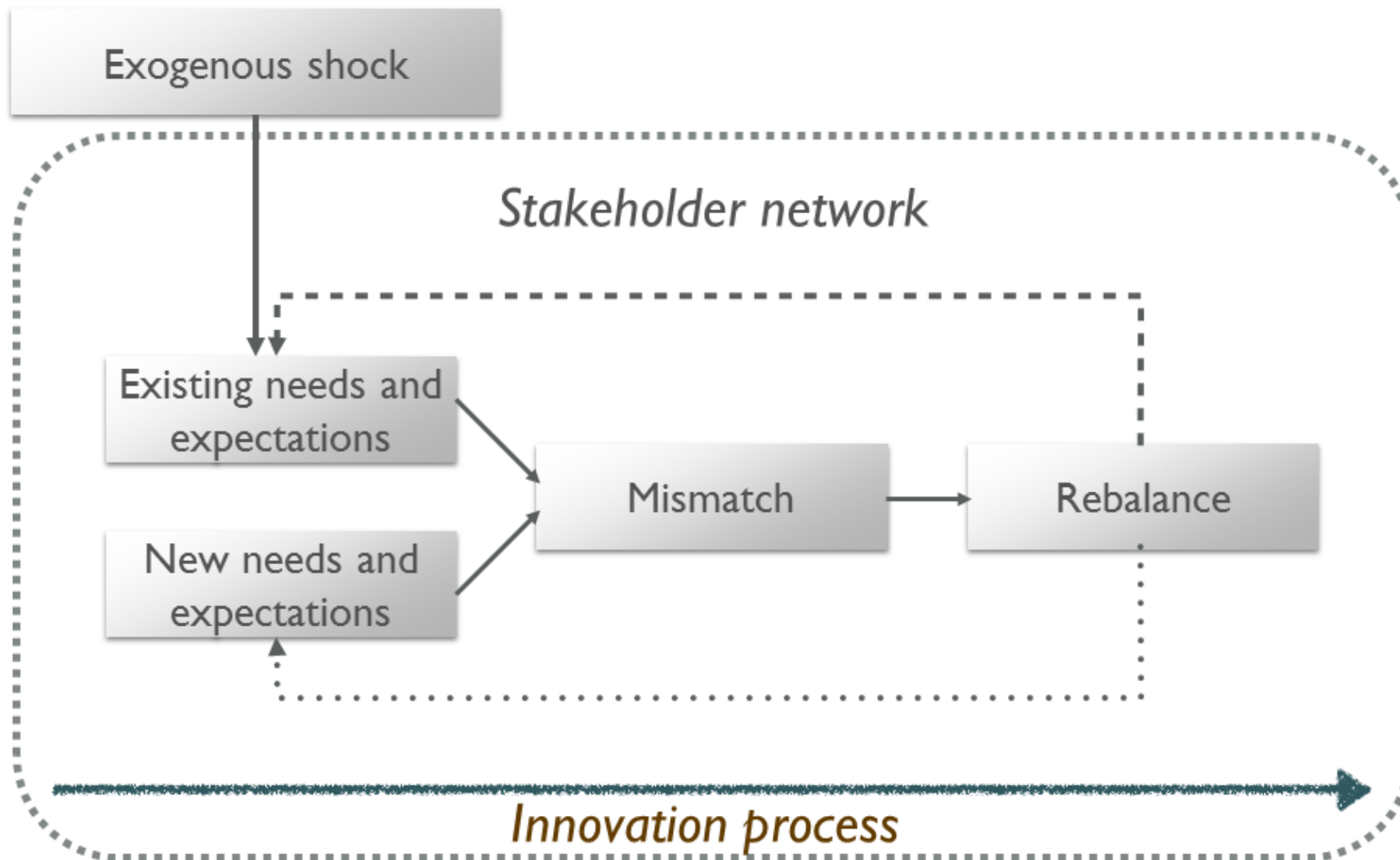
### Communities of practice

Knowledge creation and sharing



### Reward & Recognition





Nardelli, 2014

# STAKEHOLDER MANAGEMENT FOR FM INNOVATION AND IMPROVEMENTS (I)

# STAKEHOLDER MANAGEMENT FOR FM INNOVATION AND IMPROVEMENTS (II)

	Co-creator	Resource	User
Client/ organization	Regular and ad hoc meetings Workshops	<b>governance meetings</b> Workshops Qualitative service blueprinting	Ad hoc meetings
Customer/ internal FM unit	<b>monthly KPI reporting and innovation board</b>		
	Face-to-face meetings Workshops Ethnographic methods Qualitative service blueprinting Mapping and profiling tools*	Workshops Ethnographic methods Mapping and profiling tools*	Workshops
End-user/ employees	<b>bottom up approach, e.g., Apple awards</b>		
	Ethnographic methods	Face-to-face interviews Workshops Ethnographic methods User surveys* Mapping and profiling tools*	Workshops Ethnographic methods User surveys*



# Take-aways

## *Gamble on a lot of strings:*

- Combine bottom up and top down approaches;
- Recognise and acknowledge tensions to align expectations and turn conflicts into drivers for innovation.

# End of presentation