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THE FUTURE OF FACILITY MANAGEMENT IN FINLAND

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Abstract

The objective of this study was to investigate the feasible future of facility management in Finland in order to provide an overview of the future of facility management. This is intended to serve as a guideline for the educational sector, facility management service companies, and the Facility management association in Finland (FIFMA) for future development.

Qualitative method, precisely semi-structured/unstructured interview was adopted to address the problems in this study. The study comprises of the educational sector, service companies, and the Finnish Facility Management Association (FIFMA). The views of nine experts coming from the field of facility management were explored in connection to the subject of this research.

The results indicate continual growth of facility management as a business discipline. The concept of facility management in Finland has been technically oriented in the past but gradually heading towards a service concept. Factors such as facility management competence, integrated facilities management, strategic facilities management, sustainability, service design and innovations, and collaboration have a great influence on the future of facility management in Finland.

The conclusions are that Facility management in Finland will continue to grow to embrace business needs for cost reduction, added value, and effective support services. The existing collaborative and networking effort should strongly emphasize the future and development of facility management in Finland in light of the topics that have been studied.

Keywords
Facility/facilities management, future, Finland, profession, services.

Miscellaneous

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1 INTRODUCTION

Facility management is a management concept that primarily evolved from property management out of the necessity to cut organisational costs as well as to adding value to the overall chain of operational processes. As the realisation dawned on organisations to reduce costs during the 1970s as a result of the energy crisis that critically hit operations, as it was introduced, facility management was identified as a reliable area to save costs as expenditure in the various traditional departments such as human resources management, the accounts department, marketing, or administrations department remained visibly inevitable to the organization.

The reason was that facility management was basically conceptualized as an operational level of management discipline instead of a strategic level; hence it appeared an easy way to reduce the cost factor from that department. Today, not only has FM been found as an area in the organisation to reduce overall costs whiles expenses in other departments' continues to grow up, but it has emerged as the discipline which adds value to the organizational processes and additionally fosters corporate and collective commitment to sustainable practices.

Facility management principally exists to provide support services to the core business of organizations so that they can fully concentrate on what they do best. Thus, focusing on its mission whiles other complimentary operations are catered for in a more professional way by the facility management department. On this account, facility management has appeared as a new concept to most readers and even to its amateur professionals as it has predominantly been referred to in literature. This prompts the necessity to ascertain the future of the profession in diverse ways. Note, the abbreviation (FM) will be used frequently in place of facility/facilities management in this study.

The objective of this study was to investigate the feasible future of facility management in Finland in order to provide an overview of the future of facility management. This is intended to serve as a guideline for the educational sector, FM service companies, and the Facility management association in Finland (FIFMA) for future development. The research will focus on six main issues. These are the concept of facility management in Finland, FM competences, integrated facilities management, strategic FM, and some sustainability issues as well as the collaboration that exists to promote these future outlooks. The future of facility management could be invariably broad in essence. Therefore, this research does not aim to cover everything involved in FM futures but to limit its findings mainly to the above topics and a few that might emerge out of the results.

The educational sector providing facility management education, the Finnish Facility Management Association (FIFMA), and facility management service companies providing support services for organisations are both the target and the resource channel for this research. The study of these organisations will centre on their practical views of the future of FM in Finland in relation to the above topics but not their activities. The author is optimistic that this study would enhance understanding of facility management in Finland and similarly, his knowledge in connection to the general overview of facility management concept would improve tremendously.

Qualitative method, a semi-structured/unstructured interview was employed to acquire the requisite information. The objective was to present empirical results based on the information gathered from the practical field. The author's view is that as of now the concept of FM in Finland should be clear, and FM profession should be highly competitive in a country where 68.5% of the economy is mainly based services.

The importance of this research lies in that the concept of facility management in Finland and its approach would be established. There will be a guideline for the educational sector to review and balance its curricula to meet future FM competences. Again, all the three sectors will assume the responsibility to define the general FM competences in Finland. Moreover, it will establish the view point of strategic FM, integrated FM and relevant environmental issues that are going to be up front in the near future.

2 FACILITY MANAGEMENT IN GENERAL

Facility management is simply abbreviated as FM. This term should not be confused with Frequency Moderation in the radio transmission through waves, which is also abbreviated in the same way (FM) as facility management. FM is by and large interpreted in two ways, in the US, Australia and some other territories, they refer to the term as ''facility management'' whereas ''facilities management'' is used in the UK and across much of Europe (Global FM 2011). Global FM declares that the difference is more often than not historical and not particularly important. However, 'facility management' tends to mean the management of a 'facility', for instance, a hospital, or office complex, whereas 'facilities management' refers to a wide range of activities (Global FM 2011).

Global FM's explanation of the differences between the terms and its territorial usage is somewhat incomplete. Although, the terms are used synonymously, the differences also reflect territorial concepts or the overall approach towards the discipline in a particular area. Saeboe (2010), in his lecture, explained that territories that uses 'facility management', for example Germany and the US, approach the profession in a more technical way, namely ''hard aspects'', but areas where 'facilities management' is used, such as the UK, the approach is rather wide covering both ''hard and soft aspects'' of facility management with a focus on services (Saeboe 2010).

Facility management has been described as ‘the jack of all trades or the Cinderella function in an organisation’ (Wiggins 2010, p.1). Yim Yiu (2008) shares the same view by putting it in a more critical statement that facility management (FM) faces a serious identity crisis. In his article, he quoted Nutt (1999) to have pointed out seven problems of FM discipline of which none has seen any significant improvement so far. The first problem is that FM operates in ’an ever widening and ill-defined sphere of activity’. It is also broadly accepted that facility management covers a wide range of facility services and management, contributing to the comparative success or the fractional failure of an organisation (Chotipanich 2004, 1). This is true because the facility management professional must be a business leader and not only manager of some technical operations or service delivery.

Atkin and Brooks (2009) contends that, for facility management to be effective, both the ‘hard’ issues such as financial regulation, and the ‘soft’ issues such as managing people, have to be considered (Atkins & Brooks 2009, 4). This notion may have possibly suggested a lack of focus in the discipline that has been argued and discussed by several authors and practitioners in diverse opinions (Hermans 2006; Atkins & Brooks 2009, 1-4; Cotts, Roper, & Payant 2006; Nutt 1999; Barret 2003; Best, Lansgton, & Valence 2003).

Hermans (2006) argues that whether a facility manager is required to be a specialist remains a matter of discussion. The issue of specialisation is actually not the case, but as a management discipline, facility management should embrace varieties of expertise for efficient and effective performance. In short, a facility manager should be able to communicate, inspire and delegate (Hermans 2006). Moreover, this demands multiple knowledge bases. Facility management covers an excessively wide field of activities (Nutt 1999), and it is responsible for the provision of myriad services. Again, Best et al. (2003) affirms that FM is both global and generic, embracing more than just operational issues as it must

consider opportunities for new acquisition, including development and project management processes.

According to Mann (2009, 5), facilities managers need a variety of skills, as all organisations are different, but with an ultimate goal of reaching the boardroom and not just being situational reactors. The account of the above arguments strongly supports the idea that there is no universal approach to facility management (Atkin & Brooks 2009), and that the breadth and scope of facilities management are not constrained by the characteristics of physical buildings (Barret & Baldry, 2003). Rather, the effective and harmonious integration of management issues are considered as prime importance of facility management of which the profession continues to evolve to reflect (Barret & Baldry, 2003,1-2).

The main focus of facility management is to provide support services wherever and whenever needed by the organization. For this reason, it may have been viewed as a multi-functional discipline, which indeed is.

Finally, on any platform and discussion of facility management, it is therefore essential to accentuate the value of integrated and interdependent discipline which general function is to shore up an organization in the quest of its business objectives (Atkin & Brooks 2009, 1).

2.1 Brief History of Facility Management

It is generally held that without history the future is bleak. It is also important to understand the evolution of a matter in order to make concrete deductions of its development into the future.

Facility management (FM) is fairly a new business concept or discipline in organizational management as it has been described by many writers and professionals in the field (Rodeau, Brown & Lapides 2006; Cotts et al. 2010, 4;

Barret & Baldry 2003; Wiggins 2010; Park 1998; Atkin & Brooks 2009; Best et al. 2003). As recently as forty years ago there was only momentary mentioning of facilities management (Atkin & Brooks 2009). Rondeau and co-workers points out that, only in the past thirty years ago has facility management assumed a recognised prominence in the process of organizational management throughout the world that disburse resources on employees, their working environment, and the manner in which they work (Rondeau et al. 2006, 1). According to Best et al. (2003), facility management is an emerging discipline: He reveals that, 'its roots lie in the custodial role of a building superintendent/caretaker largely concerned with operational issues of maintenance, cleaning, and tenant security'.

Park (1998) on the other hand, thinks that facility management is not new in the varied functions it performs. However, the professional approach which tries to build across-the-board discipline that connects complementary functions into a unified practice is what makes facility management to seem as new in the organizational processes. (pp. 1)

Probably, this explains why the profession is considered as new in management cycles in comparison to other traditional management disciplines such as business administration, marketing, and human resources management.

The above analysis clearly shows a general consensus shared by many writers and professionals that the 1980s was an age when facility management was actually recognised as a management discipline in the organisational processes.

For this reason, most authors have been more interested in the period of 1980s which presents a key date in the development of facility management as revealed by Wiggins (2010, 1), rather than digging deeper to unearth the root of the profession. This demonstrates how relevant it is for diversified research in every sphere where the profession is either being practiced or taught for

continues development and establishment of a clearer understanding and focus in the field.

But in order to discover the root of facility management and to project its understanding into the future, a long historical background should be helpful.

Wiggins (2010, 1), presents elaborate history of facility management in what could be described as a thoughtful trace of the root of FM profession. According to her, facility management owes its origin to the growth of the office administration which collectively assembled large numbers of people into working environment or workplaces.

Wiggins (2010, 1), continue to present a clear evolution of facility management by breaking it into four distinct periods. These are the 1960s, 1970s, 1980s, and the 2000s.

The 1960s era is alleged to be the foremost age in the history of facility management (FM). Apparently, this is the time when Ross Perot of EDS in the USA came up with the name 'facility management'. During this period, facility management was linked to the trends that affected the complex management of IT systems and networking, and shortly afterwards developed to include office design, furniture and modular systems (op.cit. p. 1).

In the 1970s, the energy crisis compelled organisations to evaluate critically its standard costs. Also the advent of new furniture systems to the workplace was far advanced than the available professional skills and understanding to cohesively blend the utilization of space and furniture to promote the well-being of employees and increased performance. As a result, Herman Miller staged the idea of bringing together professionals, advisers, and users in the property industry that were considered to have past experiences, as well as some kind of knowledge in the cost-effective management of space and furniture utilization at

the workplace. The importance of facility was then realized at this point as a key process of strategic organizational planning that climbed to the platform of top management discussion, and out of this group emerged the Facility Management Institute (FMI) in 1979 which has been usually accredited for coining the term 'Facility Management' (op.cit. p. 1).

From the account of the 1979s, Ross Perot of EDS in the USA should have been credited officially as the 'father' of FM instead of Dave Armstrong, a leading member of the Facility Management Institute (FMI) who has been unofficially acknowledged by many as the 'father' of FM.

The 1980s witnessed full development of facility management. This is because at this time, the National Facility Management Associated (NFMA) had been established with a focus of creating an all-independent profession that would live to realise its full potentials in the future, out of which saw the arrival of the International Facility Management (IFMA).

> *This era is a period of great change, with more organisations outsourcing to specialist providers. Many new laws were introduced in the UK, affecting employees, working practices and contracts. Large scale infrastructure projects linked with the operational services in 'Private Finance Initiative' scheme raised the awareness of FM across a wider population of users and customers.*

No wonder this era has been described as the 'key date in the development of Facility Management (FM) generally' as many historical backgrounds of facility management have also concentrated on this very period (op.cit. 2).

During the 2000s, facility management had fully been established with a high profile of strategic management approach and outstanding performance in organisations. The concern of sustainability in terms of business growth, risk

management, safety and security issues, environmental awareness, and corporate social responsibility had increased considerably and the financial crisis also put an unprecedented pressure on FMs to deliver in cost-effective and efficient manner at the workplace. The growth of country, regional associations as well as international connectivity, with the International Facility Management (IFMA) being recognised as the leading association of FM have become a reality, maintained by a growing utilization of technologies in all aspects of facility management (op. cit. 2).

Carpenter (2008, 1) reveals the existence of facility management profession from the ancient times. According to him, facility management had been practiced way back in the ancient Egyptian empire as people were designated to various tasks of being cupbearers to King Pharaoh, procurement of quality furniture and 'securing the best papyrus for the royal lavatory' (op.cit, 1). People in the construction of Pyramids were required to consider the sustainable aspects and impacts of the construction in terms of longevity and profitability as it would attract many nations to the country, thereby boosting tourism and economic gains. This is no different from the functions and the ultimate goal of the facility management profession as it aims to add value to the organisational operations.

Facility management could be referred to as the 'oldest profession' because in every sphere of life, there has always been someone to facilitate the process of an event that met with great success, and ''while the profession may have always been around, only in the last few decades did it receive a common name and recognition'' (op. cit. 1). Jenson and Anderson (2010, 4) have also stated that almost all the activities in FM have existed for decades, however, its importance have been recognized lately and the need to manage these activities professionally has also emerged. Facility management is presumably progressing in effectual way of managing organizational process as the world's economy gradually tilts towards services.

2.2 Definition(s) of Facility Management

Facility management has been defined in many ways, mostly reflecting different perspectives and approaches of the discipline in various areas. The many definitions often explain the length and breadth of the profession, thereby adding value in understanding the nature of the field in totality.

Rondeau et al. states that facility management was first defined by the Facility Management Institute; a non-governmental educational and research organisation that sought to promote the profession during the late 1970s described facility management as:

- ''Managing and coordinating interrelated ''people, process, and place'' issues and functions within the corporation or organisation''

The U.S Library of Congress, in 1982, according to Rondeau et al (2006, 4) defined facility management as:

- ''the practice of coordinating the physical workplace with the people and work of the organisation; it integrates the principles of business administration, architecture, and the behavioural and engineering sciences (op.cit, 4)''.

These two definitions could be credited as the fundamental definitions of facility management which have been developed in diverse ways in literature over the past years through to the present day. Both definitions share the core aspects of FM which are the management and coordination of interrelated functions,''people, process and place'' in an organisation. Since both definitions emanates from the American perspective of FM, there is much emphasis on technical issues than the core value which FM adds to the organisation.

The International Facility Management Association (IFMA) later defined facility management as:

- ''a profession which encompasses multiple disciplines to ensure functionality of the built environment by integrating people, place, process and technology (IFMA)''.

IFMA's definition of facility management has been accepted internationally as the general definition for FM. This is because it is the leading association of all facility management associations worldwide. Its definition reveals how broad facility management is in nature. By ensuring functionality of the built environment, which is the core message in IFMA's definition, the professional association has concentrated on the traditional functions of facility management as operations and maintenance of structures which requires people, place, process and technology. Again, it relates more to managing technical functions with minimal attention on the relationship between the service provider and the end user. What is meant by the ''*built environment*'' has not been explained by IFMA in the definition. While trying to define what the built environment is, it is evident that there is no clear cut definition for the term. However, many writers have referred to the term as buildings, infrastructure, structures, space, or a place (Chapman 1996, 1; Bosher 2008, 1-8; Fox 2000).

Literally if the built environment only referred to as buildings, then it is certainly that this definition will no longer be useful as work is gradually moving out of the built environment (office place). But the other terms such as structures, space, place and technology vis-à-vis the definition of the built environment goes a long way to hold the definition of FM provided by IFMA as authentic, and fit into the content of current and the future workplace innovations where working virtually appears to be the order of the day championed by technology.

The comprehensive definition of IFMA incorporating information technology systems places people as first and place as second in the order of the arrangement, in contrast to that of the Facility Management Institute which

begins with people and process. Whereas IFMA envisage place as a big component of FM by positioning it second, the Facility Management Institute order of thought and arrangement long time ago seem to have predicted that place as in office building or confined working space will become less important in relation to the rapid changes at the workplace where physical offices with tables and chairs is fast diminishing in an unprecedented manner. Nevertheless, the aspect of place is still important in facility management and will continue to be in the near future regardless of where one positions it, since facility managers will have to manage people, place, and process in harmony regardless of being physical or virtual.

Finally, humans live and performs almost all its activities in the built environment (space and place) (Fox 2000, 3), making it inevitably important to accentuate on it.

The European Committee for Standardisation (CEN2006) defines facilities management as:

- ''the 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)''.

Elsewhere, the British Institute of Facilities Management (BIFM) has adopted the same definition of CEN. This definition is based on the FM model in the illustrated figure 1.

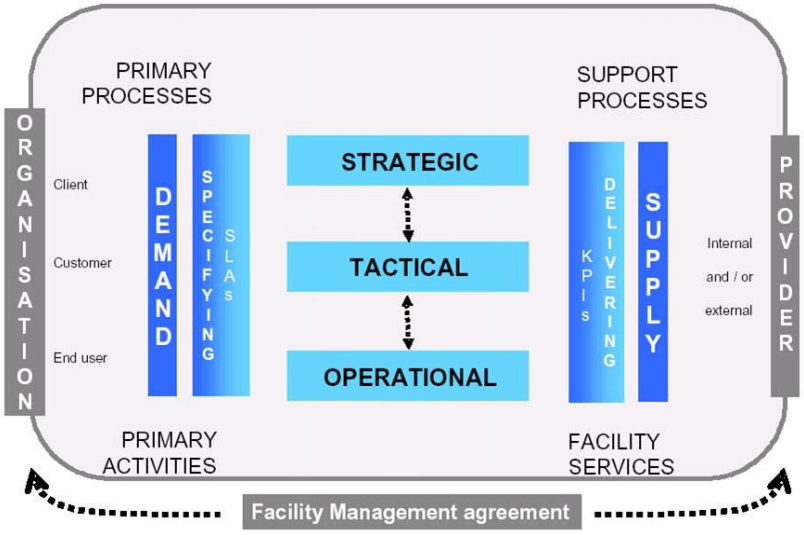

Figure1:FM-model according to EN 15221-1 (CEN2006)

Over here, the integration of processes has been stressed, reflecting a multi-disciplinary function of facility management, agreeing with the above definitions. The obvious distinction in this definition is the support service function for the primary or core activities of an organisation which is the main purpose of facility management.

Barret and Baldry (2003, xi) have also taking the integrated approach in support of numerous definitions of FM by defining facilities management as:

> ''an integrated approach to maintaining, improving and adapting the buildings of an organisation in order to create an environment that strongly supports the primary objectives of that organisation (Barret & Baldry 2003)''.

What can be deduced from Barret and Baldry's definition is that the facility manager is a change manager who continuously improve conditions in an organization as well as maintaining best practices that overly creates conducive environment to support an organisation's core operations to thrive. What seems a bit narrow is the emphasis on only buildings of an organization without overall view of the organization as a conglomerate of host in which facility management has a myriad role to play. Nevertheless, the traditional view of facility management has been on the built environment, literally meaning buildings which have been the bedrock for other developments in the profession.

In Australia, the Facility Management Association of Australia (FMAA, 2002) has a closer view as that of America. This is how the association defines the subject.

> ''Facility management is the practice of integrating the management of people and the business process of an organization with the physical infrastructure to enhance corporate performance (Best et al. 2003)''.

What can be drawn out of this definition is the coherent management of the workplace environment in its entirety. The idea here relates more to internal management of employees and processes and technicalities of buildings.

The Facilities Management Association (FMA) presents a concise description of facilities management by stating that, ''in practice, facilities management can be difficult to define, but in essence, it's about taking control of 'non-core' services, freeing organisations to do what they do best while the facilities managers take care of the rest'' (FMA 2011).

Somewhere far in Africa, the South African Facilities Management Association (SAFMA) has defined facilities management as:

> ''An enabler of sustainable enterprise performance through the whole life management of productive workplaces and effective business support services (SAFMA 2011)''.

The definition from the other part of the world envisages facilities management to be concerned with life time efficiency and effectiveness of an organization without which it is difficult to succeed.

Finally, based on the above definitions and theoretical background, as well as professional studies and experiences, the author's presentation of the definition of facility management is this:

> ***''An overarching management discipline that reaches to every part of business with the objective of providing timely support services so as to optimize core business strategies and operations in an organization through rational combination of people, place, process, and technology''.***

The many varied definitions of facility management conclude that it is an interdisciplinary profession which unarguably practiced differently from country to country, region to region, and organization to organization with the same objective of providing tailored support services for the organisation's core business.

2.3 Scope of Facility Management

The scope of facility management is still broad in theory and in practice because of the nature of the profession which is highly interdisciplinary. The scope is an explanation to the various functions performed by a facility management (FM) department in general. However, there are variations in the scope as different entities have different approaches towards the profession. The numerous definitions and interpretations attached to FM in different countries and regions,

as well as from organization to organization have caused some kind of a confusion regarding its scope (Hassanien & Losekoot 2002). Then (1994), Langston and Lauge-Kristensen (2002, 6) have categorized the core competencies of facility management, in other words the wide scope of FM into the following distinct areas:

- Strategic management;
- Asset management;
- Human resources management;
- Change management;
- Quality management;
- Real estate management;
- Risk management;
- Conflict management;
- Project management;
- Service management; and
- Information management.

Alexander (1996), added to the scope by classifying FM into three broad parts namely: strategic, tactical and operational. It is, indeed, a summary of all the functions of the facility manager, as the overall role of the facility manager in all organizations is partially embedded in the three levels of operation. Partially means that the predominant roles of facility managers in the past have been in the tactical and operational levels, but recently and in the future looking into more strategic role as the integration of functions in an organization is more and

more becoming the focus of FM profession. Kincaid (1994) pointed out that the operational and tactical management have dominated the FM roles with an occasional reference to strategic considerations which is in line with the above statement.

On the other hand, Then and Hinks (2006) have shown in (Figure 2 below), the scope of facility management consisting of four broad-based components. The wide range of activities under the operational management in their illustration buttresses the old-fashioned perception of facility management having its place strongly in the operational level in the organizational process. As demonstrated in (figure 2 below), the facility manager has to make strategic decisions concerning all the scope, which means that facility management is not merely functional at the operational level as it has been construed.

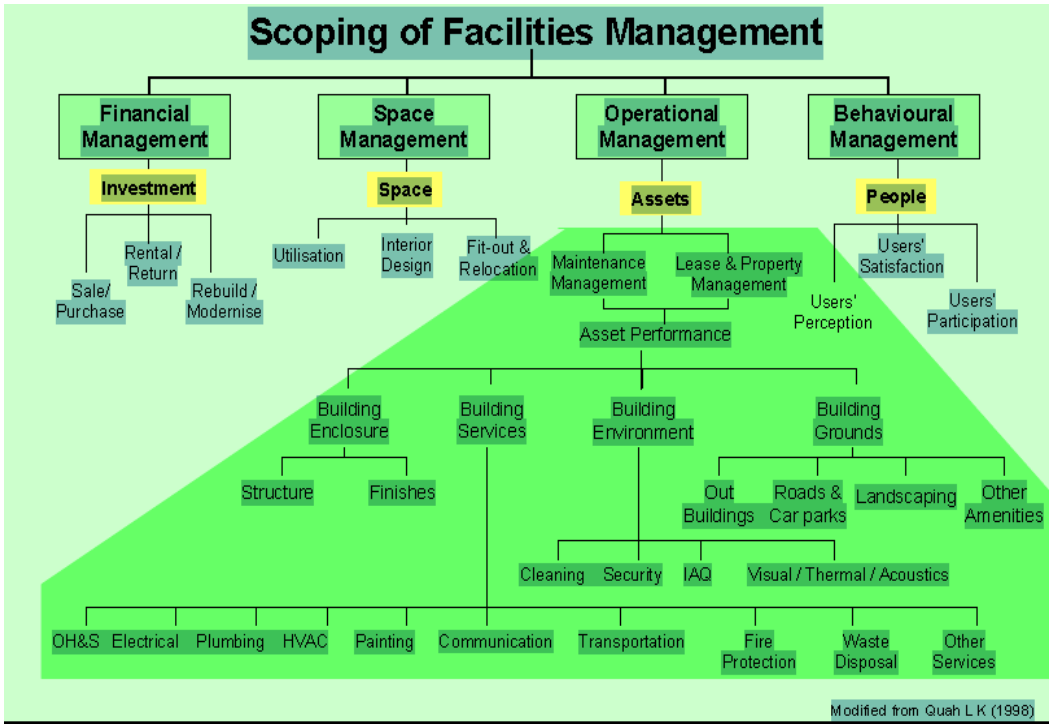

Figure2: The scope of facilities management (Then, S. S & Hinks, J. 2006)

Amongst the various core competencies and within the scope of FM, the strategic view of facility management has recently received more attention in literature and in practice (Cotts et al. 2010, 79; Alexander 2003; Atkin & Brooks 2009, 24; Barret & Baldry 2003; IFMA 2007). Alexander (1998) mentioned that facilities generally obtain the second largest expense in an organization, accounting for up to 15% of the turnover, and typically the largest item on the balance sheet. In short, Alexander's facts and figure provides a solid reason for facility management professionals to get to the boardroom and partake in the decision making process relating to facilities and services in the organization. A correspondent response to this pattern is that today the spotlight of facility management is on the strategic level as the practitioners endeavour to take a more influential role in organizational directives and decision-making process allowing them to understand corporate priorities in order to align facilities with business plans (McGregor & Then 1999, 105). Running second to strategic management is Information (technology) management that has been the major drive of two of the elements in the scope, space management and change management. Technology is moving at an unprecedented rate and has caused expansive changes in organizational management in the last two decades. The effect of technological advancement on organisations has made managing facilities at the workplace in coherence with the people extremely important. It has therefore become relevant for facility managers to concentrate more on better space management in connection with technology and finding proper means of communicating all these changes in an effective manner that would culminate in the corporate objectives of the organization.

Environmental management and sustainability are emerging as a new paradigm of FM competences and an area within the scope of facility management. According to Hodges (2005, 313), the implementation of sustainability and green building approaches to facilities will in no doubt profit an organization through

greater return on investment, improved productivity and reduced detrimental effects on the environment leading to the summation of good corporate image in the society. Nowadays, organisations are required to conduct a holistic analysis of their environmental aspects and impacts in its cycle of production processes with a goal of reducing negative impacts and improving the host of relationships between the environment and the organization. The true answer to achieving the greatest social, economic and environmental impact for an organization lies in a balanced approach to designing, building, operating and maintaining facilities to maximize productivity and reduce waste through the best practices of facilities managers (op.cit, 315). The scope of facilities management could be wider as FM embraces the many changes occurring in business.

3 FACILITY MANAGEMENT IN FINLAND

3.1 Advent of Facility Management in Europe

Experts have speculated that the concept of facility management was established in an adapted form in Europe during the latter part of the 1980s (Alexander 2003, 1; Wiggins 2010, 2; Banedj-Schafii 2010, 7; Hassanien & Losekoot 2002, 2). Facilities-centre.com has it that facilities management was recognized in the UK in 1985, five years shortly after the discipline had generally been accepted as a management discipline in the US. The UK spearheaded in the introduction of facility management in Europe, making major strides in FM development during the early 1990s (Wiggins 2010, 2). By 1993, two major organisations in FM market in the UK staged a keen competition for members and recognition respectively. These were the Association of Facilities Managers (AFM) and the Institute of Facilities Management (IFM) of which the former was registered in 1985 and launched a year after 1986 whereas the latter was launched in June 1990. The two organisations merged in 1 September 1993, and

in January 1994, both had a common name called the British Institute of Facilities Management (BIFM), a leading Facilities Management Organization (Association) in the UK presently (op.cit, 3). The British Institute of Facilities Management has pioneered the development of FM in the UK through the introduction of national standards and qualifications for FM through which seven postgraduate courses had initiated as at 1999 (Nutt 1999, 1). The British Institute of Facilities Management describes itself as the 'natural home' of facilities management in the UK, providing information, education, training and networking services for over 12,000 members, both individual professionals and organisations (BIFM).

The Netherlands, soon adapted the concept of facility management after the UK, somewhere around 1986 and 1988 (Van den Ende 2006; Hassanien & Losekoot 2002, 2). The development of facility management in the Netherlands has seen a tremendous growth since its adaptation in the mid-1980s. Presently, according to Landelijk Overleg Opleidingen Facility Management (LOOFD), the mission of facility management in the Netherlands is defined as ''FM creating and adding value to organisations by facilitating, in a hospitable and flexible manner, the work activities and accommodation of individuals and groups in the area of services and property management''. In the subsequent outline, the nine competences for facility managers in the Netherlands reflect the mission and concept of FM in the country. The nine competences are as follows:

- Creating added value for people and organisations in the areas of property management and services;
- Developing a vision of changes and trends in the external environment;
- Analysing policy issues, translating them into policy objectives and alternatives and decision-making;

- Applying HRM in the organisation's strategy;
- Setting up, controlling and improving business and organizational processes;
- Analysing financial and legal aspects, internal processes and the business or organizational environment in order to improve coordination and interaction;
- Developing, implementing and evaluating a change process;
- Social and communication skills (interpersonal and organizational);
- Self-making skills (intrapersonal or professional).

An important aspect of the above competences is that the focus of FM in the Netherlands is on the client as first and the organization as second. More than a decade ago, Harrison and Read (1998, 33-34) commented that facility management in the UK and the Netherlands is mostly developed in the private sector, predominantly in the electronics, insurance and financial service sectors, leaving the public sector remotely behind. In 13 years behind the clock as reference is made to the above research, the improvement is that FM has also been strong in the real estate and property business. But the phenomenon has remained the same with minor improvement in the sector of operation as facilities management has been more successful in the private sector as against the public sector (Jack 1994, 1). This presents a huge challenge to the FM professionals presently and in the future to decipher means by which FM could strategically enter the public sector market in Europe. France and Germany amongst the southerners have rather technical approach with exclusive concern on operational building management instead of a strategic view which the UK and the Netherlands have taken.

Reaching up to the northern part of Europe, including countries such as Norway, Sweden, Finland, Denmark, and Iceland, the concept of facility management surfaced in the early 1990s. Through the collaboration and networking a capability of NordicFM, the concept has taking grounds and thriving with high future prospects (NordicFM).

In 1987 the idea of creating a European FM network was conceived by Mr. Bart Bleker in The Netherlands (EUROFM). Eventually, European Facility Management Network was officially registered in 1993 through a consensus by three FM Associations from three different European countries. These are the Netherlands Facility Management Association (NEFMA) presently called FMN, the Danish Facility FM Association (DFM), and the British Centre for Facilities Management. From the beginning of 2011 the EuroFM Association represented 100 organisations working in the €650 billion huge European market with members in 23 European countries (EUROFM 2011). With an open network of professionals, academics, educationalists, practitioners and researchers which facilitates exchange of information and experiences, EUROFM has brought about a tremendous development of FM concept in the European region (Wiggins, 2010, 4).

3.2 Concept of facility management in Finland

The idea of facility management was embraced in Finland particularly in 1992 according to Van den Ende (2006). The concept of facility management in Finland evolved mainly from property management as it was with many countries (Tuomela, Heinimäki, & Puhto 2001, 21). Tuomela et al. continues to mention that most of the management activities and models originated from the management of housing and joint stock companies in Finland. This is true in that FM traditionally developed out of construction, housing and property management. Facility management is translated ''Toimitilajohtaminen'' in

Finnish (Newsec 2011). There is a contrast with the translation given in the Finnish language. This is because ''ToimitilaJohtaminen'' means premises, office/workplace management (Newsec). This translation literally takes facility management to the soft or service aspect of FM such as lobbying, catering, cleaning, IT services, office design and space management, etc rather than the hard side of FM which are construction, insulation, engineering and others. However, in reality, Finns equate ''ToimitilaJohtaminen'' to hard aspects in construction, maintenance, property management, asset management, insulation, engineering and project management (Op.cit). These contradictions have mostly inhibited a clear meaning and focus of FM in many countries. The reason is different translations in local languages have not perfectly matched the original meaning in the English language. In comparison to countries such as the USA, Netherlands, UK, and Germany which have a clear focus, Finland still appears to be in between the hard and soft aspects of FM practice. The US and Germany have a hard concept and approach of engineering, construction, and financial issues whiles the Netherlands and the UK concepts and approach are soft issues with emphasis on services.

Hofstede cultural dimension theory founded that Finland is less masculine; depicting feminine culture. The implication is that the Finnish culture is soft with a caring values and attitude towards life in general. Hofstede proposes that in a culture such as this, soft attitude would most likely precede hard approach of issues in reality. Nevertheless, the results of this research could speculate possible directions it will take in the near future. Figure 3 below shows the cultural dimensions of the Finnish society and its people.

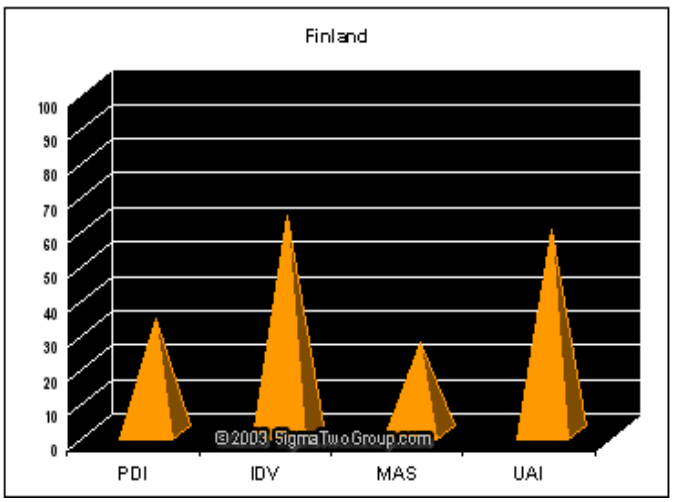

Figure 3: Geert Hofstede cultural dimensions (geert-hofstede.com. itim international)

There are also professional organisations and the educational institutions that emphasize the development of FM services approach in Finland. These are the Finnish Facility Management Association (FIFMA), Finnish Association of Building Owners and Construction Clients (RAKLI), NewSec, ISS Palvelut OY, Ovenia OY, YIT Corporation and several of them that represent possible FM services concept in the near future.

3.3 Finland in brief

This study was conducted in Finland, making it is necessary to present the country briefly from the perspective of an international student. Helsinki is the capital city of Finland. The population of Finland as at June, 2011 stood at 5,385,633 according to (Statistics Finland/Tilastokeskus 2011) population estimate. Readers should note that this estimate is subject to change by the end of this research and in subsequent years since statistical information on Finland are updated every quarter in the year. The researcher only made an effort to secure the latest release of information concerning Finland to ensure accurate presentation of data. This country is located in Northern Europe bordering the

Baltic Sea, Gulf of Bothnia and Gulf of Finland between Sweden and Russia. In Finland the climate is cold temperate, subarctic mild as a result of the influence of the North Atlantic current, with more than 60,000 lakes. The languages spoken in Finland are Finnish (Suomi) with about 93, 4%, Swedish 5, 9% and small minorities of Russian and Lappish. Finland is a robust service economy. For a consecutive ten years, the highest GDP of Finnish economy has been services with 68.5% in 2010 (Statistics Finland). Real estate activities are the fourth highest GDP of Finnish economy. This means there is a high potential for facility management business in Finland because of its service economy.

Figure 4 below is the map of Finland showing geographical location and boundaries in the European region.

Figure4: Map of Finland. (infoplease.com)

3.4 Past

As history stands on how facility management evolved in many countries, the genesis of facility management in Finland do not vary. According to Leväinen (2001, 5), and Tuomela et al. (2001, 20-21), the Finnish local property management as well as foreign FM cultures from the United States and Britain have had a significant influence on facility management in Finland. For instance, until recent decades most organisations in Finland have owned and managed their buildings or property without external influence. (pp. 20-21)

In terms of facility services for premises, it only became an outsourcing phenomenon by the close of 1999 and in 2000 facility service providers had increased substantially (op.cit. 20-21). The real estate management companies and associations have also played a significant role in facility management in both the past and present.

3.5 Present

The state of facility management in Finland could be termed as developing since its awareness and practice has been minimal in the whole country, primarily in the public sector of business. According to Puromäki (2011), FM market in Finland has remained generally small though it has a huge market prospects in the country. The Finnish Facility Management Association (FIFMA) has a network of 100 member organisations since its foundation in 1993 (FIFMA 2011). In comparative analysis, the British Institute of Facilities Management (BIFM) founded in the same year now boast of over 12, 000 individual and corporate members. The public sector or municipalities have 100% ownership and manages its facilities without external outsourcing of FM professional services (Puromäki 2011). Although the above analysis may have suggested measured development of FM in Finland, the profession has also chalked up some success in many areas. For example, Capgemini (2006, 12), evaluated the maturity of the

Nordic FM market in which Sweden ranked as most matured market, followed by Finland, Denmark occupying the third place, while Norway is behind, and the Iceland market positioned as the least. The evaluation based on five determinant factors influencing the growth of FM in the following order.

- FM suppliers with new strategies and innovation;
- Market awareness of FM;
- Presence of multinational companies;
- Industrialisation of economy;
- Country size. (op.cit. 12)

These factors are not answers to what is the future of facility management in Finland. Nevertheless, the evaluation indicates that in contrast to the previous analysis, the Finnish FM market has come of age to consolidate its service economy for meaningful impact and profitability in business in the present age and in the future.

FIFMA's international connections now expand to include three associations worldwide. These are the NordicFM, EuroFM, and IFMA through which major developments and current strategies are promulgated. FIFMA is actively involved in ''developing and keeping up with members' professional skills, developing working environment and education of FM, education and research of FM, intermediary for national and international relationships and networking with professionals (FIFMA 2011). Currently, there are two or more divisions of FM market in Finland as mentioned by Mietinen, Ventovuori, and Hyttinen (2005). Companies concentrating on one or two types of services as core business are termed as specialized service provider whereas those that combine and provide multiple FM services are also known as integrated FM service providers. The

third group that is emerging is the total FM contractor. According to Atkin and Brooks (2005), a company involved in this area provides several services and also shoulders the responsibilities of delivery, monitoring and controlling of the services on behalf of the client. Some of these companies in Finland include the management companies which have a full concentration on property management (PM), asset management (AM), and portfolio management (POM). Companies in this sector include Ovenia OY, YIT Corporation, Buildercom OY, Newsec etc. A number of service providers focusing on user services and facilities services include local and multinational companies such as ISS Palvelut, Sodexo, Coor Services, Lassila-Tikanoja Oyj, Sol Palvelut, RTK Oy etc. Their services consist of cleaning, catering, security, office support services, real estate services, and other multi-services. Today, integrated facility management is being required in the Finnish market and ISS Palvelut happens to have taken a lead in this direction by virtue of its size and global agenda to offer a complete package of FM services (ISS Group 2011).

In recent years, professionals in FM in Finland are advocating for strategic view of facilities management instead of the traditional operational level. This is because of the overall expenditure and maintenance costs involved in facilities, corporate strategies for competitiveness core business, and demand for rationalization of the business to reduce costs and improve flexibility in organizations. The current platform of facilities management in Finland depicts a prosperous future for the profession in business. Granted, it behooves on all professionals, the educational sector, and practitioners to prove and emphasize the positive impact and benefit of FM for the organization.

3.6 Future

Many studies have been conducted in connection to the future of services industry and facility management in general relating to Europe, the Nordic countries and Finland in particular (Confederation of Finnish Industries EK 2007;

Jenson & Anderson 2010; Jenson 2011; EuroFM 2009; Eurofound 2010). In these studies issues that have been raised concerning the future of services and facility management ranges from competences, internalization and competition, collaboration, strategic view of FM, integrated facilities management, the paradigm of technology and service innovations, sustainability and the environment and a host of them. Some of the issues that have been discussed in the future of FM have materialized and its effects have already been experienced in the industry whiles a number of them are yet to be established. Yet most of them will probably alter in the end due to the global economic spiral affecting mostly Europe. It is interesting to observe collaboration in almost all of the projects concerning the future. The answer is simply that the strength of every industry or discipline depends on the level of network and collaboration that exist for mutual sharing of ideas and knowledge for advancement.

4 ORGANISATIONS AND FOCUS AREAS

This study comprises of three areas. They are the educational sector providing facility management and other related studies in Finland, the facility management association in Finland (FIFMA), and the FM organisations that provide support services for businesses. The focus will be on how they approach the concept in practice and their anticipation of possible FM futures in Finland with regard to topics such as competence, integrated facilities management, strategic facilities management, and sustainability issues. Moreover, the kind of collaboration that exists between the three entities shall be investigated. These organisations have been set as targets purposely because they stand as the development agents of facility management in Finland, and as such are familiar with the current trends in the market and could somehow speculate the future of the profession. The link between these three organisations has been illustrated by Jenson (2010, 4) in the FM sector and its status in the Nordic countries in figure 5.

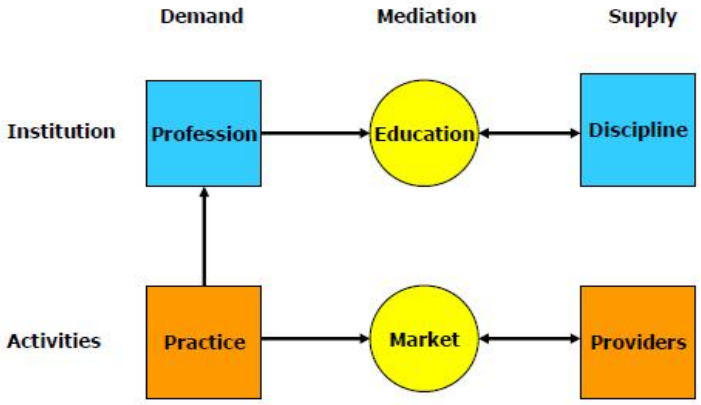

Figure 5: The development of FM with activities and institutions (Jenson, 2010)

The study does not aim to review the general curricula of the various institutions neither the operations of the association and the FM service providers. It rather aims to establish some kind of knowledge regarding their activities based on which concrete deductions could be made concerning what the future of facility management is expected to be like in five years from now in connection with the above topics.

4.1 Competence

Previously, in chapter two it was established that facility management is a multidisciplinary concept and comparatively new in the organizational process. This proves that FM profession will comprise a myriad of competences for effective performance. Jenson and Anderson (2010, 12) buttresses this notion by stating that 'FM profession is of a generalist nature and cross-functional oriented'.

According to Oxford English Dictionary and the Webster's Revised Unabridged Dictionary, 'competence' could be summarized as a condition or quality of effectiveness, sufficiency, success, or ability in doing something. Granted, the skills sufficient for FM professional to be successful or have the ability to perform effectively have to be explicitly drawn. This is not to say that the FM educational

competences have not been outlined in Finland. There is, but the general concept and FM focus has not been straight forward which perhaps has inhibited a clearer FM competence profile. Facilities Services (2006) reports that in order to succeed in the FM profession the industry should ensure a well-structured career path that would develop professionals with the right set of skills. The European Facility Management Network (EuroFM) suggested the following FM competence areas for the former education on the higher level of studies.

Understanding business organization • Understanding the structure and behaviour of organizations • Understanding business and organization strategy • Developing FM strategy **Managing people** • People management • Communication • Working with suppliers and specialists **Managing premises** • Property portfolio management • Understanding building design • Building fabric maintenance	**Managing services** • Managing building services • Managing support services • Project management • Managing customer services **Managing the work environment** • Environmental issues • Space management **Managing resources** • Procurement • Risk management • Financial management • Quality management • Information management

Table 1: European Facility Management FM Competence areas (EuroFM)

The Netherlands, which is considered to be one of the pioneers FM markets in Europe, has outlined its competence profile which is directly in line with the above table of competence by the EuroFM (See Van den Ende 2006, 135, LOOFD clusters of competence). Finland has not outlined its competence profile clearly; the current educational curriculum for FM studies is directly in line with the above lists (See JAMK's degree programme in facility management). In the

Nordic countries and in Finland in particular, the competence profile of FM has been under continuous discussion on several platforms (CFM 2011). The future need for new competences and new knowledge for the FM professionals have been on the list of agenda for discussion. In terms of the general competences as well as the list presented by the EuroFM, the goal of this research was to ascertain which competences would be more prevalent and most relevant for the FM profession in the near future in Finland. Ventovuori (2007a, 9) found in his research that it was necessary for FM service providers in Finland to become strong in the technical service competence as services will be characterized by a high technological advancement in the near future.

4.2 Integrated facilities management (IFM)

According to Balch (1994, 1) integrated facilities management (IFM) is understood to be 'encompassing both strategic estate management advice and operational services and administration'. Where strategic management includes valuation, acquisitions, space decisions, and strategic review of matters pertaining to property management in an organization, whereas operational functions involves provision of catering, communication, cleaning, maintenance, heating, lighting etc. Integrated facilities management (IMF) also covers IT systems and management ensuring a complete vertical integration or alignment of strategic, tactical and operational functions in an organization in connection to all departments for corporate success (Balch 1991, 1).

In the area of services provision, integrated facilities management (IFM) have also been interpreted as the variety of services and management functions provided by a single provider (Lehtonen & Salonen 2006; Loosemore & Hsin 2001; Europa-services). Lehtonen and Salonen (2006) made a survey in empirical investigation of procurement trends and partnership management in FM services in Finland and revealed that currently, clients are trimming their

supplier bases and increasing the purchasing volume by bundling multiple sites or multiple services to one service provider (Lehtonen & Salonen 2006, 8). Organisations have also started to outsource strategically important multiple FM services from one point or service provider for a better long-term relationship development and quality services (Loosemore & Hsin 2001). Out of the 10,000 Finnish FM services companies, only few are big enough and capable of providing a wide range of services (Salonen 2006). So far, ISS Palvelut happens to be one of the global service providers that provide multiple FM service solutions for organisations in Finland (ISS Palvelut 2011).

However, to ensure market continuity and more integrated services provision, the FM market in Finland has been restructured through a number of mergers, alliances, and acquisitions (Ventovuori 2006). For example, Lassila-Tikanoja Oyj has acquired a number of small and medium scale service providers in the FM sector as well as merges with other companies in Finland (Lassila-Tikanoja news 2010-2011). Similarly, ISS palvelut has also made major acquisitions and mergers within the last years as a move to strengthen its position in the Finnish market as a multi service provider (ISS Lehdistötiedotteet 2011). Salonen (2004) emphatically mentioned that no FM service provider would gain any competitive advantage by standing out alone in its operations or services provision. This is true of all organisations and even more in relation to the current economic situation which makes it unprofitable for an enterprise to operate in a marginalized area.

Furthermore, not only should the FM companies aim to manage and provide multiple support services for the market, but in all the organisations the integrated view of linking facilities management strategically, tactically, and operationally to support the effective functioning of the organisation's core business as well as creating value must always be pursued in the modern practice of facilities management (Kincaid 1994).

4.3 Strategic facilities management

With reference to the preceding theoretical background of this research, it was recognized that FM evolved out of property management and was mainly positioned at an operational level of function in the organization. According to Atkin and Brooks (2009, 24), facilities management was rarely acknowledged as a discipline within the organization, being measured as a maintenance function. Equally, the reactive approach that governed maintenance activities confirmed a lack of strategic thinking and of failure to distinguish facilities as something more than a cost; that is, to welcome their capacity to add value to the core business (op.cit. 24-25.)

Today, the profession has metamorphosed overtime and its universal added value to the organizational process has also been recognized. Alexander (2003, 1) posits that demands for a rationalization of the business to decrease costs and improve flexibility has resulted in modern approaches to managing the facilities that support the business. Therefore, it fits the context today for its practitioners and professionals to aspire to the boardroom of organizational management where strategic decisions are deliberated. It is crucial that FM and corporate strategic management interconnect where the aim of strategic FM is to achieve a robust strategic position between core business needs and the provision of FM support services (Barret & Baldry 2003). According to IFMA (2007) ''critical facet of successful facility management is the ability to link the role of facilities to an organisation's core business''.

Puromäki (2011) noted that most organisations in Finland do not consider facilities services as strategic when they are outsourcing. Rather, they usually buy FM services such as cleaning, catering, security, laundry, IT services, janitorial services etc, to ensure the continual operation of its core business without critically analyzing the long-term implications associated with the

decision. Consequently, the fundamental capital assets of organisations appear to have been neglected in one way or the other because of the little attention attributed to it. It should be noted that facilities are the vehicle that carries the organizational corporate vision to success (Alexander 2003, 3). Physical facilities have a major function in determining the total productivity, supporting innovations, effective performance, employee satisfaction and public perception of an organization (IFMA 2007). If the facilities services and its management is treated as something banal which do not necessarily need strategic attention, then the realistic future achievement of a corporate vision will be somewhat questionable. The vision of strategic facilities management is that the fundamental facilities and its services that support the core business of the organization should be considered as strategic with long-term planned strategies that harness its full potential and added value in the organization.

Alexander (2003, 3) has identified various strategies for both facilities management organisations providing support services as their core business and individual organisations. The strategies are outlined below.

For the facilities management organisations, the strategic role involves:

- formulating and communicating a facilities policy;
- planning and designing for continuous improvement of service quality;
- identifying business needs user requirements;
- negotiating service level agreements;
- establishing effective purchasing and contract strategies;
- creating service partnerships;
- Systematic service appraisal quality, value and risk.

For the organization, facilities management means:

- creating a facilities policy that expresses corporate values;
- giving the authority to the facilities business unit to improve service quality;
- developing facilities to meet business objectives;
- Recognizing the value that facilities add to the business.

This study intends to uncover whether FM activities in the near future would be recognised as strategic objectives in the organisational process in practices of Finnish enterprises.

4.4 Sustainability

In 1987, the Brundtland report brought the concept of sustainable development to the mainstream attention and made it clear that our pre-existing approach to economic development, our systems of production and patterns of consumption were environmentally and socially unsustainable (Belz & Peattie 2009, 11). Likewise, the Bruntland report under the World Commission on Environment and Development defined sustainable development as 'meeting the needs of the present without compromising the ability of future generations to meet their needs' (Brundtland report, 1987). In support of this definition, there is also the Native American Iroquois Nation proverb that states, 'we do not inherit the earth from our ancestors; we borrow it from our children''. The Finnish National Commission on Sustainable Development (FNCSD) in 1994 defined sustainable development as a 'continuous, guided process of societal change at the global, regional and local levels, aimed at providing every opportunity to present and future generations to live a good life'. These concepts of concern for future generation have underpinned the unprecedented sustainability principles and

practices by organisations and various business entities in recent decades of which the facility management profession is not isolation.

Within the facility management business, sustainability stands as a major issue because of various factors such as huge amount of energy consumption by buildings, waste reduction, water savings, material and resource reductions, environmental impact, space management, as well as employee total satisfaction and quality performance (Cotts et al. 2010, 171). In all these, the principal aim of facility management is to obtain the ability to support the organization and offer high performance spaces for achieving organizational objectives (op.cit. 173.)

According to Balmer and Clarke (2010), sustainability remains a central challenge for the facility management professionals, with emphasis changing speedily from cost control, to a more equilibrium approach that highlights the triple bottom line, corporate responsibility, and brand image. This future trend could be granted. However, with the current economic situation where organisations have been compelled to reduce total costs, it is highly doubtful for this finding to be substantiated. Instead, the direction which facility management should take is to conscientiously assess the whole aspects and impact of organizational activities on the environment as well as its resulting costs to the organisation.

In 2005, according to Yale and Columbia Universities environmental performance index, Finland ranked number one and fourth in 2008 in the world. One of the visions of the Finnish National Commission on Sustainable Development (FNCSD) is to increase energy efficiency and use of renewable resources in all cycles of economic and social development. The proving factor here is that buildings and structures host most of work activities in an organization. Therefore what constitutes for better working environment for employees, less negative impact

on the environment, and innovative ways of saving energy and resources is a prime concern for the facility management department in every organization. IFMA (2007) argues that ‘’for facility management professionals, energy conservation remains the greatest long-term method of stretching limited resources as opposed to developing new technologies’’. For these reasons the author considered sustainability as important to the future of facility management in Finland.

4.5 Collaboration

As far as collaboration is concern, the writer intended to discover the various professional networks that are available for the FM profession in both Finland and international cycles. Collaboration is required at all levels of organization, be it a corporation, small business, educational institution, government agency, or non-profit organization (Straus 2002, 1). In support of this fact is the idea that facility management generally is regarded as a new concept and also quite new in Finland. Therefore, it requires strong collaboration and networking between professional bodies, educational institutions, and organisations to attain firm establishment as a business catalyst, thereby fully recognizing its activities and importance in business. This means the future development of facility management in Finland will be somehow linked to the extent of collaboration and networking in both local and international arena.

5 RESEARCH METHOD OF THE THESIS

This particular chapter deals with the research methodology and approaches undertaken in the research to arrive at concrete and reliable conclusions. Qualitative research method was employed to address the problem connected with this research. Qualitative research method has been utilized and defined by several authors as a process of exploring, interpreting and uncovering the complex actions and experiences of people and the world around them in a

more subjective way, instead of being objective (Hesse-Biber & Leavy 2011, 4; Creswell 2003, 51; Holloway 1997, 1). The focus of qualitative research is the overall meaning people associate to their circumstances, experiences, and occurrences, as well as the meaning they embed into texts and other objects. Hence, at the heart of their work, qualitative researchers endeavour to extract meaning from their copious data (Hesse-Biber & Leavy 2011, 4). Under the qualitative method, semi-structured or unstructured interview approach was used to obtain the data concerning this study. The approach allowed greater flexibility between the interviewer and the interviewees to flow in communication during the interview, as spontaneous questions and answers evolved. The strength of semi-structured or unstructured interview lies in the unlimited freedom it provides for its participants in terms of context and structure (Kumar 2011).

Alternative methods such as focus group interview and Delphi forecasting were evaluated in relation to the chosen method, after which suitable approach was selected. Hesse-Biber and Leavy (2011) noted that, research methods are selected in light of their capability to address specific questions relating to a particular situation. Thus, semi-structured method was considered more appropriate to address the problems in this research.

5.1 Research questions and data collection

The main research questions were as follows;

1 What is the concept of facility management in Finland?
2 How does the future of facility management look like in five years in relation to the following areas, FM competences, integrated facilities management, strategic facilities management, and sustainability issues?
3 What kind of collaboration exists to promote these FM futures (see appendix 3 for additional interview questions)

These were the standard interview questions for the three sectors involved in the research. Sector specific questions were asked to address prevailing issues at different departments. This was to unearth extensive acquisition of information relating to the topic in every sector. The interviews evolved with spontaneous questions on certain responses which were either unclear or required detail answers. Most of the contacts of respondents were established during the FM Seminar2011 organised by JAMK University of Applied Sciences.

Data collection was done through personal contact or face-to-face interview, Skype calling, point of reference, and educational trips. By point of reference, it is either means participants whose contacts were made possible through a second party introduction, that is, either by my research supervisor or an interviewee. The interviews were recorded with a digital voice recorder, except only one which was written and sent to me by one of the participants' through e-mail.

Respondents did not receive the interview questions prior to the date of interview. This was to ensure that spontaneous answers that reflected the reality concerning the subject were obtained and to avoid exaggerated responses that could render the results biased. There were two isolated cases where the respondents requested to receive the interview questions prior to the interview due to their busy schedule. However, this did not affect the results of the whole interview combined, as their answers did not differ so much from those who did not receive the questionnaires prior to the interview. The respondents came from the various FM sectors which were the target of the research, comprising lecturers and professors in the field of facility management as well as top management personnel in FM service companies (see appendix 1).

5.2 Data analysis

The initial step in the data analysis was to listen to the recorded interviews at regular intervals and transcribed them verbatim. Fielding (1996, 146) conceives the idea that the choice for transcribing a data can either be selecting the information that is relevant to the research or writing every spoken word down by the respondent; '' the choice between selective transcription and verbatim.'' Nine interviews were conducted in total and each lasted between 15– 25 minutes. These comprised of three universities of applied sciences offering facility management and related degree programmes, one traditional university running masters degree programme in real estate business, four FM service companies providing support services, a chairman of a FM association, and an international professional in facilities management. The researcher decided to keep the length of the interview shorter to avoid huge volumes of data to transcribe and analysed. This was not to exhibit some kind of indolence in the study but to set a limit for a useful data. The transcribed interviews ranged between 2 – 7 pages per respondent, and the total transcription of the interviews generated 25 pages**.** The complete data was validated by contacting some of the respondents to confirm or throw more light on some of their responses where it appeared unclear. This is an important aspect in unstructured interviews as a standard to guarantee the accuracy of the data collected (Kumar 2011, 278).

Data reduction was undertaken to simplify the complete data for analysis. Miles and Huberman (1994, 10) define data reduction as 'the process of selecting, focusing, simplifying, abstracting, and transforming the data', into structured form which makes meaning. In another school of explanation, Lindlof and Taylor (2011, 243) augment that data reduction simply means when the use value of evidence has been prioritized according to emerging schemes of interpretation. It suffices to mention that not all information acquired might be relevant to the

research. Therefore, one should be cautious in selecting the information that is useful for the research. The reduction process also considered restructuring of some sentences by respondents for easy readability and clearer understanding whiles maintaining the original meaning of such sentences.

Content analysis was employed to analyse the overall data. Content analysis stands as the best method to analyse unstructured/semi-structured interviews with emerging themes and recurring themes (Kumar 2011, 278; Miles & Huberman 1994; Yin 2003). Content analysis is a way of analyzing data and classifying them into a meaningful text (Cohen et al. 2007, 475). According to Kumar (2011, 278) 'content analysis means analyzing the contents of interview or observational field notes so as to identify the main themes that emerges from responses given by your respondents or the observation notes made by the researcher'. Upon reaching this point, the researcher undertook a number of operational steps to ease the analysis process suggested by Kumar (2011, 278).

The primary step was to identify the main themes that emerged in the data. Themes are developed out of a data by identifying the number of times a particular topic is mentioned (op.cit. 279). Macdonald and Tipton (1993, 197) hypothesizes that the importance of a topic is measured by its frequency of mentioning.

The researcher assigned codes to the main themes as a second step in the content analysis. Coding is simply a label, which a researcher can attach to a bit of text, whether it is a single word, a whole paragraph, or even an entire document (Lee & Lings 2008). They are designed purposely to capture the meaning of that unit of text and not just the words. Furthermore, the responses or the coded text were classified under the main themes. All useful data were coded into the major categories that formed the themes. The data from the

three different sectors, thus; the educational sector, association, and companies were analysed separately so that diverse opinions could possibly be identified.

Finally, the themes and responses were integrated into the report and correlations between the three sectors were identified.

5.3 Ethical procedures

This study observed all the necessary ethical considerations prior to, during, and after the study. Agreement between the researcher and the degree programme coordinator of JAMK University of Applied Sciences was reached before commencement. My research liaison established most of the contacts for me and also informed them about the purpose of the study (Gall, Gall & Borg 2003), after which a letter of consent (precisely e-mail) was sent to all the participants for voluntary participation. The author admits that it would have been impossible as an international student to obtain these contacts without the help of my research supervisor. The interview data were not accessible to anybody apart from the researcher and the results were unidentifiable before reporting.

6 RESULTS

Following the data analysis, the results were presented in accordance with the themes that emerged throughout the survey. These themes were predetermined prior to the survey because they stand as the main research problems. However, greater flexibility was exercised as the researcher opened to include new themes that emerged during the data analysis which were considered relevant to the outcome of the research. The results were presented in such way that it is easier to identify the responses coming from each sector in the embedded report without necessarily having to mention them.

6.1 Themes

The concept of facility management in Finland

Generally, the results showed that facility management is a growing business discipline in Finland and it shall continue to evolve to embrace business needs for cost reduction, quality and added value, and effective support services.

> *''In the organization we think that this whole discipline is quite young and it's developing all the time along with major changes that are happening in business''*

> *''From the educational point of view we see facility management as a dynamic discipline which is always growing and this demands adaptation of our curriculum to suit the growth''.*

According to the results of the interview, the concept of facility management has long been technically driven, which means the approach has been on the hard aspects of FM relating to construction, engineering, and technical maintenance whiles the soft issues of services have been somewhat marginalized along the history of facility management in Finland.

> *''In Finland we have been talking a lot about buildings as technical structures or constructions and that buildings needs to be taken care of and maintained, and the soft services and user services haven't been in the main role for a very long time''.*

> *'' The orientation has been in buildings and construction field has been strong. In addition, the maintenance has been seen from the technical perspective, not that much as a service task''*.

Again, the interview showed that the word for facility management in Finnish 'toimitalajohtaminen' has had a major influence on the concept and approach of facility management in Finland. Literally, this word means premises, office or workplace management when translated into English language that suggests an

aspect of soft or service approach. However, Finns imply this word to a more technical issue such as construction management and technical maintenance.

Conversely, with the introduction of degree programmes in facility management and hospitality management in higher studies in Finland, the educational sector has been emphasizing more on the soft areas or services approach of facilities management.

> *''The importance of soft services has been arisen recently amongst the university of applied sciences educational curriculum. Nowadays the client and the end users of facilities are seen in a very important role and I believe that people and their needs will be more in focus than technological or other aspects of facilities management''.*

> *''The approach to a real estate management has been technical for decades, but it is moving towards service orientation. Facility management, still quite a new term, is seen as a service discipline and I believe that people and their needs will be more in focus than technological or other aspects''.*

> ''*Soft services and user services haven't been in the main role for a very long time and now they are more coming and the service providers are getting to the field''.*

Some of the interviewees also speculated that the introduction of FM education to Finland through the Netherlands might have a great influence on the concept and approach of FM in Finland in the near future.

> *''Facility management education came to Finland in co-operation with Dutch Universities of Applied Sciences and they came with the services (soft side) aspects. The collaboration with the Dutch has steadily remained very strong and I think that their approach will continue to have*

a major influence on the future of facility management in Finland in terms of the concept and market approach''.

The above responses from different respondents in different fields indicate that facility management in Finland is gradually moving towards a more service-oriented concept and approach in the future than before.

FM Competence

The results from the educational sector emphatically stated that the competence profile of facility management has not been clear enough. Though, there are a number of facilities or hospitality management and general management related courses offered under the current curricular of the FM degree programmes of the Universities, the profile somewhat lacks FM specification. For example, at master's level the competence profile should be stronger than what is currently in existence. Below is an integrated response from different Universities in both masters and bachelor levels of facility management education.

''The specific FM-competence is not defined very clearly and it is under construction now''.

''I can say that the masters level studies either from the University of Applied Sciences or in the university is a little bit like weak and could have a more clearer profile and initiative was previously lacking but recently many discussions have been held on Nordic FM competence profile''.

''We need students or professionals with a good background understanding of facility management business on the market as a whole in the future''

The above responses prove that FM education in Finland needs specific competence definition and it is gradually moving towards that direction in the near future.

In the near future, one of the competences and qualification that will be extremely important in both education and in working life is good communication skills as reiterated by the educational sector and the FM service companies respectively.

> *''We believe that good communication skills will be an important FM competence in the near future because the network and different stakeholders amount is increasing. Therefore, we have to be very fluent in our communication by understanding other people and their relationship with the organisation''.*

The results from the FM service providers showed that good attitude and a service-oriented competence would be highly required in the future when employing FM professionals. This is because it takes only an employee who really understands the position of customers in order to meet their needs and expectations in a competitive service business environment.

> *''These days and in the future personnel with good attitude and a service mentality skill will always be preferred and considered as a good FM competence. In short, people who have received formal training in service management, and are willing to serve are the competences that will survive in service business in the future''.*

The results have also shown that competence in procurement management is becoming more and more important in service management. The respondents from service companies pointed out that services management entails multifaceted contract agreements and purchasing. Therefore, deep knowledge in procurement management will be inevitable for its future professionals in a rather complex chain of relationship contracts and purchasing agreements between service providers and its clients.

> *''Most of the service providers we have had projects with, for example, have suggested that we should develop this kind of procurement processes*

inside our curriculum and contracting competences as well so that our students are able to make contracts in the near future''.

''A general understanding of business and economics logic and its application to procurement in service business will be in high demand in facilities management business, we need this competence in the business in the future in Finland''.

Finally, the results demonstrated that ICT is growing very strong in facilities management, for example, in construction, workplace environment and related support services. This calls for FM professionals to be adept in the utilization of ICT to support the new ways of working environment.

''It is obvious that the ICT world has changed our behaviour of work so much that facility management tries always to adapt to the change in order to understand how to serve better in an ever changing world of services business. Therefore, the future for its professionals and the business is that they will really need to be skillful not only in ICT as technology, but as an environment of functioning and the support for those who are spending so much time working in that virtual environment as well as its consequences''.

Integrated facilities management

The respondents from various sectors perceived that multiple FM service solutions would soon become a trend in the market as clients have started to buy bundle services from one service provider for better services, better relationship, and flexibility.

''In Finland at the moment user-owner are more interested in service solutions with the management approach, so the market is going towards

larger solutions including the services and the management part combined and provided by one service provider''.

''There has been concern on the understanding of technical or hard issues such as IT management systems and the soft aspects of services and how to integrate them in a harmonious function, especially at the workplace. So I think in the near future this issue will come up very strong''.

Therefore, combination of varied services provided by a single provider and the perfect integration of IT systems at the workplace stands as a future concern of FM services management in Finland.

Strategic facilities management

The results of the survey have also proved that strategic facilities management is a future challenge for the Finnish market. This is because most organisations in Finland do not consider facilities services such as cleaning, security, lobby, IT services, and property management as strategic when they outsource. Rather they regard them as operational support services for the organisation's core business.

''Organisations in Finland do not understand this FM services as strategic issue. Some just buy some support services to keep their business or premises going and others do everything all by themselves which is not effective and professional. So, I think the biggest challenge for the service providers in the future is to help organisations to understand the value involved and the importance of approaching these issues in a professional way which is more strategic''.

''Previously the education of facilities management in Finland centred on operational support. For example, cleaning education almost became like

a science but all concentration was at the operational level. Recently, the educational sector is emphasizing in their curriculum more strategic business approach of real estate and property management in Finland. This is just the beginning from the educational institutions and collective involvement is needed from the practitioners and companies in the near future to view facilities management as strategic''.

It is clear that huge responsibility rest on the FM service providers in Finland to elaborate on the added values of FM to organizationsin order to assume a strategic importance in their strategic agenda.

Sustainability

Generally, the interviewees were very firm on their stands that sustainability and environmental issues shall remain as one of the strongest determinant factors of FM futures, especially in Finland where environmental concern is highly appreciated in the society. According to results, sustainability and environment concerns do not only refer to the nature. In addition, how to design the workplace environment in a sustainable and environmentally friendly way that supports the wellbeing of employees.

''At the moment green issues are very important and it shall continue to be important in the next five years ahead of us if you think about the future of facility management in Finland. The Universities are thinking and making extensive research on how to build and maintain the buildings in environmentally friendly and sustainable way all the time''.

''If you think about the education, FM professionals will have to be competent in environmental management and sustainability issues''

''The most important thing for the future is environmental issues because I think that it is growing very fast and strong and all organisations are

developing a kind of environmental management systems for the future. So I think that in five years most companies would have upgraded their environment systems and performance in Finland''.

''Environmental sustainability are a big concern for the real estate business in Finland because of high cost of electricity and heating, carbon emission, and employees wellbeing at the workplace. So, we cannot take environmental concerns out of the future of facility management anywhere in the world and most especially in Finland. Therefore, green issues will be a top agenda in construction and real estate management in the FM futures''.

Collaboration and networking

The results of the study established that, there is good collaboration for FM future development among the facility management sector organisations involved in the research in Finland. All the sector organisations mentioned some kind of collaboration and networking that exists between them both locally and internationally with other FM organisations. The collaboration and networking between the educational sector and FM service companies are implemented through student practical training placement, company project work, and occasional visiting lecturers of company experts. The FM associations collaborate with the companies and the educational sector by organizing meetings such as annual seminars, symposiums, and conferences that leads to knowledge sharing. In their meetings, innovations and research findings from various sectors are presented giving signals to new developments and future trends. Additionally, there are regional and international networking with professional FM bodies and organisations.

''Yes as a company we have a big cooperation with the Aalto University and the University of Applied Sciences in real estate business and facility

management. IFMA and FIFMA are also a big part of our network for current trends and future developments in facility management''.

''We in the universities collaborate with other universities and associations such as FIFMA, RAKLI, and NordicFM. There is also the Marata network for all universities of applied sciences that have degree programme in services management, tourism, and facility management. Mostly future FM developments are discussed in these networks. For example, in Marata curriculum of degree programmes are discusses and in NordicFM we discuss the FM competence profile in the Nordic countries''.

''The facility management companies and organisations are involved with us in two ways. They are funding partner of the research projects we normally undertake. Another way is the company experts who sometimes give insightful presentations to our students as well as feedback on project works''.

The results confirmed that, there is a collaborative effort for the future of facility management in Finland.

Insourcing

One of the interesting results that emerged out of the survey was the development of insourcing in organisations which is likely to be a future trend in facilities services in Finland. These services are the lobby and reception services, which organisations are considering to return them in-house instead of outsourcing due to the continual economic recession.

''There is a signal that some services might be such that the companies would prefer to manage themselves instead of contracting an external provider. These are especially the reception and welcoming services

because the organisations want to put emphasis on such services differently. So in this five years ahead it will be very much visible organisations in Finland''.

Experience management, service innovations and new paradigm of restaurant services

Finally, the results indicated that, experience management, service innovations and new paradigm of restaurant services would surface very strong in the next five years in facility management operations. It is believed that most of these trends will come about through very strong global service providers who will try to change the traditional facilities services with service innovations and management. Again; there is a signal that professional restaurant services are coming to catering services in office buildings. The focus of this provider is to differ in the content of the services and not merely, how to produce services differently.

7 DISCUSSION

7.1 Assessment of the research

Despite the rich nature and strength of qualitative research, which presents events as they occur naturally, the subjective approach, though one of the prime strengths of qualitative research, carried out by researchers could sometimes hinder the achievement of objectivity (Lee & Lings 2008; Patton & Westby 1992). However, in order to avoid an extensive conceptualization imposed by the researcher on to the data, he/she can utilize numerous procedures to appropriate the reliability and validity of the research findings (Lee & Lings 2008). Patton (2002, 476) noted that as you put a great effort to finding the precise language to communicate themes, patterns, processes, we must remember that there is no complete right way of stating what emerges from the

analysis. Thus, there are no more or less practical ways of expressing what the data may disclose.

In order to ensure the accuracy of the results in qualitative research, the evaluation can be done in various ways. The most frequent standards generally used by researchers in order to judge research findings are reliability/dependability and validity. The reliability and validity of qualitative research have been deliberated over by scores of researchers but Lincoln and Guba (1985) suggest using trustworthiness as a criterion for evaluating qualitative research findings. In turn, trustworthiness consists of four main components: credibility, transferability, dependability, and conformability. Usually, these are parallel criteria to internal and external validity, objectivity, and reliability which do not apply to all qualitative research methods. Lee and Lings (2008) have briefly explained these components, two of which can be seen (See pages 210 – 211).

Credibility refers to whether your findings bear any relationship to the data you drew them from. I constantly compared the results to the data that was collected to ensure that they match correctly. According to Lincoln and Guba (1985), qualitative research should ensure that its findings reflect the data collected. Patton (2002, 93) disputes that the credibility of the qualitative research method relies on the rigorous techniques employed in executing the research, for example how credible the researcher is and on the theoretical values of the investigation. In this study, experts who were knowledgeable in the field of facility management and related services oriented fields were used to prevent inconsistency, so as to lessen the bias to allow the research to be carried out in this context in a trustworthy way. Additionally, my supervisor also guided me with constructive criticism and suggestions on one-on-one examination and feedback discussions as well as with criticism from peers on thesis presentations (Cohen, Manion & Marrison 2007).

Transferability is about whether you can justifiably transfer your findings to any other contexts. According to Lincoln and Guba (1985), the original researcher has no trouble of proof in relation to transferability but responsibility is placed on the individual in quest of making relevance at another place. The original researcher's accountability finishes by providing well articulated data to authenticate the possibility of similar judgment.

Adequate data was generated from this study and sufficient explanations have been presented by the researcher regarding the subjects, backgrounds, methods and the interviews.

7.2 General findings

Generally, the study of this topic has revealed that the future of facility management is a prime concern for the FM profession and has been predicted in several ways and still deliberated upon in practice (Alexander 2009; EuroFm Research Network Group 2008; Andersen & Rasmussen 2011; IFMA 2005, 2007). Most of the findings in this study are identical with what previous forecast of facility management founded. The general finding which states a continuous growth of facility management in Finland is consistent with what Then (2004, 7) established in the future of professional facility management education in the Asia-Pacific Region, that 'facility management will evolve to meet business demand for efficient and effective facilities and support services'.

This study has established two distinct discoveries. Firstly, there were findings that are Finland-specific and secondly those that are linked to the future of global facility management profession.

The concept of facility management in Finland has been technically oriented in the past but it is now moving towards the dimension of service or soft aspects concepts. It is obvious that five years by now a clearer concept of FM would have

been established in Finland. This will become possible typically through the educational sector because of the emphasis placed on facility services and hospitality in their degree programmes. This is Finland-specific as a clearer concept has a great bearing on the future of facility management profession and business in the country. Moreover, it was noted that this new dimension is because of the influence of facility management concept from the Netherlands, which introduced facility management education to Finland in the 1990s. The concept has direct linkage to the competence profile of facility management in Finland, which was also identified as unclear but under continuous discussion in many forums. This is because the clearer the concept, the better the competence profile that will be developed. The outcome is steady with what Ventovuori (2007a) founded that it was necessary for FM service providers in Finland to become strong in technical service competence as services will be characterized by high technological advancement in the near future. EuroFM's outlined FM competence and the Netherlands FM competence profile strengthens the idea of a clearer competence profile in every country. However, there can never be the same competence profile that fits for two countries as cultures and business environment varies extensively. In another way, organisations should also be committed to the training and development of its personnel, more importantly its facility managers and recruitment policies should recognize the specialization of facilities management by seeking for individuals who have received proper education and training with the willingness to stand for continuous professional development (Atkin & Brooks 2009, 242). In terms of good communication skills, it is applicable not only to Finland but an important competence for all facility managers globally.

The analysis showed that facility management activities are not observed as strategic issue in organisations. Rather it is regarded as operational function, placing a huge responsibility on its stakeholders to strive to assume a strategic

level in all business operations. Globally, this has remain a greater challenge for the FM profession because its image as operational function discipline has not changed even in this era where the profession has made a tremendous impact on corporate success of the organisation. The importance of facilities as a vehicle carrying the organization's vision to a desirable destination should strongly and continuously emphasized in this modern practice of facility management in order to draw attention for strategic consideration. Atkin and Brooks (2009) have argued this point strongly for modern facilities management. Strategic facility management calls for long-term planning of facilities and services in general. Facility management strategic planning directly interfaces with business aspect of an organization and visibly demonstrates the extent to which the FM profession has come out of the boiler room (Cotts et al. 2010).

One of the disclosures of the research was integrated facilities management, which has surfaced recently in the Finnish market and preferred by many buyers. In this regard, the integrated facilities management is referring to multiple facilities services provided by one service provider or an alliance between two companies to provide varied services for clients. For the organisations it is flexible to outsource for a ''one stop'' facilities services from a single provider for easy management and development of partnership in the working relationship. This global trend also requires the entrance of multinational companies having varied experiences and capacity to provide and management bundle services. The advent of this market trend has the possibility of facing out small and medium scale service providers in the market. This will leave such providers with two possibilities to opt for either a merger or acquisitions by some of these global service providers.

Sustainability is waving very strong in global business and in facility management. As the results shows, facility management in Finland accentuate on sustainability and environmental issues. It is evident that sustainability and

environmental concerns will remain as a greater concern for the facility management profession more than five years in the future because of the immense environmental problems facing the world currently. The challenge therefore calls for innovations in facility management practices to tackle sustainability in diverse ways. Another challenge that FM professionals will face is to make environmental management systems (EMS) of organisations functional and not just dormant policies. Because organisations will strive to build environmental management systems and sustainability policies, but it should not be a sheer marketing agenda portraying a good image of sustainability, but pragmatic systems that refines the entire operations of the organisation.

The finding about insourcing was interesting in such a way that it proved how much the long global economic recession has made impact on organisations decisions concerning outsourcing. Perhaps organisations have realized the need to put attention on lobby and reception services differently by keeping them in-house instead of outsourcing such services. Thinking that all companies have limited resources, the greatest challenge is how to ensure profitable direction of the available resources to the most essential activities (Ventovuori 2007b, 35). The theoretical approaches of 'make or buy' decisions, transaction cost economics (TCE) (Williamson 1985) appears to have become relevant in this case. Concerning TCE, the degree to which resources will be allocated between different governance is based on transaction cost, that's, the cost of writing, monitoring and enforcing contracts. TCE explains transactions by using three dimensions: the extent and form of asset specificity, the frequency with which the transactions occur, and the type and degree of uncertainty to which the transactions are subjected (Op.cit.). It is hypothesized that if the values of these dimensions are very high, full vertical integration – that's, in-house production

may be the suitable direction to take (Ventovuori 2007b, 35). Perhaps organisations in Finland are making outsourcing decisions based on this theory.

Finally, but not the least is the fascinating findings of experience management, service innovations and new paradigm of restaurant services as future trends in facility management services. Obviously, these trends mean a corresponding keen competition in FM services, especially in the area of hospitality management such as accommodation, catering and restaurant, and tourism. The demand is that the needs and wants of customers will have to be a priority to organisations. Continuous improvement of services as well as altering the content will no more be an option but a requirement to all service companies. Consequently, Atkin and Brooks (2009) notion that stresses the organisations commitment to train and develop its personnel and also recruit individuals who have obtained appropriate education and training in facility management will become applicable in future recruitment in FM organisations.

7.3 Implication for practice and future research

The results of this study have implications for all the FM sector organisations involved in the research. Firstly, the educational sector has a responsibility to make the concept and approach of facility management in Finland clearer to its professionals for a correspondent practice. Again, in the curriculum of the educational sector, more emphasis should be placed on the competences that have been mentioned to be critical for the future facility managers in Finland by the FM service companies. The educational sector has a duty to take the lead in making the various determinant factors of the future of facility management in Finland a reality.

Facility management companies in Finland should embrace the challenges involved in the competence build up by providing the needed development training for its personnel. The entrance of global service providers with

innovation and service design as well as new paradigm of restaurant services implies a keen competition in the market that requires equivalent preparation to stay in the market. As organisations return some services in-house, outsourcing companies should find some alternatives to deal with the laggard service.

Networking and collaborative activities should be the most important agenda for the FM association in Finland in order to accelerate the future development of facility management in the country.

Although this study consists of the opinions of experts from three different fields of facility management in Finland providing a solid view of the future of facility management in Finland, the author would like to propose a further study on the same subject relating to the cooperation between the public and the private sector.

CONCLUSIONS

Facility management in Finland will continue to grow to embrace the business needs for cost reduction, added value, and effective support services.

With the help of the educational sector, the concept of facility management in Finland will eventually become a service concept. The various FM sectors need to reach a consensus on a comprehensive definition of FM competence profile to augment its concept and future development.

The future of facilities services in Finland seems to lie in integrated facilities management where larger FM business solutions will become a market trend. A strategic view of facility management will stand as the greatest challenge to the future of facility management in Finland. Sustainability and environmental concerns will still play a major role in the future of facility management. This will require environmental management competence from the FM professionals in Finland. The existing collaborative and networking effort should strongly

emphasize the future and development of facility management in Finland with regard to the topics that have been studied.

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APPENDICES

Appendix 1: Request letter to participants through e-mail

Please I am a student of JAMK University of Applied Sciences in Jyväskylä studying facility management.

I am currently doing my bachelor thesis research on the future of facility management in Finland.

I would grateful if you could serve as one of my interview resource personnel from the field of facility management.

Thank you.

Yours Faithfully,

Ernest.

Appendix 2: List of professional interviewees

Hintikka-Mäkinen, K. 2011. Senior Lecturer. Tourism and Hospitality. Degree Programme in Facility Management. JAMK University of Applied Sciences. Interviewed on 13.5.2011.

Van den Ende, M. 2011. MSc, CFM. Interviewed on 31.3.2011.

Martola, M. 2011. Commercial Director, ISS Palvelut/Services, Finland. Interviewed on 18.5.2011.

Antikainen, M. 2001.Lis.Sc (Tech). Degree Programme Manager TurunAmmattikorkeakoulu/ Turku University of Applied Sciences. Skype interview on 12.4.2011.

Puromäki, M. 2011. Vice Chairman of Finnish Facility Management (FIFMA). Real Estate Manager (SOK Kiinteistötoiminnot). Interviewed on 6.4.2011.

Nurkka, P. 2011. Kehittämispäällikkö|Development Manager. Degree Programme in Facility Management

Laurea-ammattikorkeakoulu|Laurea University of Applied Sciences. Written response sent to me on 15.5.2011.

Berglind, S. 2011. Account Manager. Newsec Asset Management Oy. Skype Interview on 25.5.2011.

Nenonen, S. 2011. Senior Researcher Aalto University. Interviewed on 18.4.2011.

Valmela, T. 2011. Palvelujohtaja/Service Manager. SOL Henkilöstöpalvelut Oy. Interviewed on 18.4.2011.

Appendix 3: Interview questions

1. What is the concept and approach of facility management in Finland?
2. How is facility management developing in Finland
3. How would you discuss the future of Facility Management in Finland in relation to the following areas:

- Competence
- Integrated facilities management
- Strategic facilities management
- Sustainability
- Collaboration.

4. Apart from the issues that have been discussed, what else should be expected in the future of facility management in Finland?