

European Facility
Management Conference &
11th EuroFM Research Symposium

24 and 25 May 2012, Copenhagen, Denmark

EFMC 2012

www.efmc-conference.com



Facility Management – Global Responsibility; Local Acting

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Keynotes



Jeff Gravenhorst,
Group CEO, ISS



Prof. Michael L. Joroff,
Senior Lecturer, MIT, Dept. of Urban Studies and Planning

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Welcome to EFMC 2012 in Copenhagen

To our esteemed colleagues in the facility management profession, EuroFM and the International Facility Management Association are honoured to present the most significant, all-encompassing educational and networking event for facility management professionals in Europe – the 11th annual European Facility Management Conference on 23 – 25 May 2012 in Copenhagen.

On behalf of EuroFM and IFMA, we invite you to join us for this enlightening and informative discussion focused on this year's event theme: "Global Responsibility – Local Acting", a topic that forms an important part for all organisations – especially in this challenging economic climate.

The 2012 conference will, among other themes, focus on:

- How FM can contribute to corporate social responsibility;
- Added values provided by FM;
- Sustainable environments; and
- How FM contributes to the "triple bottom line" (profit, planet, people).

As detailed in the conference programme, there is something of value for all facility professionals; and as in previous years, we anticipate a global representation of the industry in attendance. Despite different world views and national cultures, facility managers are all challenged by similar issues – from demographic changes to energy management and organisational development.

EFMC 2012 will host two symposia: one for business and practice, and another for research and education; thus bridging two disciplines with respect to one globe with shared challenges. In addition the conference will also have an exhibition that will provide attendees with the opportunity to share innovation and best practices across the FM arena.

Attendees are also invited to participate in pre-conference events such as facility tours for early arrivals, the Chairman's View Toast, the IFMA Town Hall meeting, network group meetings, project meetings, the EuroFM member meeting, the research master class, the student poster gallery contest, the EuroFM Awards and the exhibition – each recognising outstanding achievements in facility management.

For those who wish to expand their professional contacts, EFMC 2012 will offer a platform for networking with delegates and speakers, as well as students, educators, professors and researchers in the field.

We would like to thank the DFM members for their valuable support in hosting our annual conference. Please join us as we recognise and share global best practices in facility management at EFMC 2012, 23-25 May 2012, in Copenhagen, Denmark – a city that already has delivered inspirational innovations.

We look forward to seeing you there.

Yours sincerely,



Ron van der Weerd
Chairman, Euro FM



Kathy O. Roper,
Chair, IFMA

Who should attend

Board members, CXOs, senior management, decision makers and experts who have an interest and responsibility for:

- Facility Management
- Real Estate Management
- Asset Management
- Life Cycle Management
- Architecture and Project Development
- Building and Construction
- Business Services

from all industries, public administration, academia and press.

Phone:
+49 (0)2 11 / 96 86 – 37 61

For further information please contact:
Vanessa van der Mark
Project Manager
Fax : +49 (0)2 11 / 96 86 – 47 61
E-mail:
vanessa.vandermark@informa.com

Your Speakers



Kaisa Airo



Prof. Keith Alexander



Steen Enrico Andersen



Niklaus Arn



Serge Bacchus



Dr. Carolin Bahr



May L. H. Balkøy



Erick Beltran



Prof. Siri Hunnes Blakstad



Knut Boge



Jens Bossmann



Prof. Jan Bröchner



Marcel Broumels



Robert Bye



Susanna Caravatti-Felchlin



Paulette Simone Christophersen



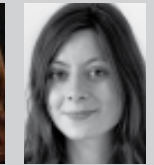
Prof. Christian Coenen



Julie Cooke



Diane Coles



Mareike Glöss



Jeff Gravenhorst



Brenda Groen



Dr. Guido Hardkop



Prof. Paulette Hebert



Arto Huuskonen



Prof. Stefan Jäschke Brühlhart



Prof. Per Anker Jensen



Prof. Michael L. Joroff



Prof. Antje Junghans



Nina Kaling



Akarapong Katchamart



Nora Johanne Klungseth



Matthew Kobylar



Inka Kojo



Hikmot Koleoso



Alexandra Kovacs



Dr. Kjetil Kristensen



Magnus Kuchler



Vanessa Lellek



Prof. Kunibert Lennerts



Prof. Goran Lindahl



Steven Loepfe



Prof. Dr. Michael May



Thomas Mitchell



Jakob Steen Møller



Leif Moellebjerg



Athena Moustaka



Joseph Nazareth



Dr. Suvi Nenonen



Susanne Balslev Nielsen

Kevyn Eva Norton



Helena Ohlsson



Cathrine Pauli



Prof. Andrea Pelzeter



Ruth Pijls



Branimir Preprotic



Peter Prischl



Dr. Marie Puybaraud



Dr. Anna-Liisa Sarasoja



René Sigg



Dr. Andrew Smith

Johan Stellingwerf



Jesper Svensson



Martha Takvam



Wayne Tantrum



Kadir Ünver



Jordie van Berkel-Schoonen



Dr. Theo van der Voort



Dr. Hermen Jan van Ree



Hester van Sprang



Daniel von Felten



Doris Waldburger

Prof. Thomas Wehrmüller

Thursday, May 24 2012

8.00 – 9.00 **Registration and Check-in for Delegates**
 9.00 – 9.20 Welcome Notes EuroFM / IFMA / DFM / Informa

Opening Keynotes:


9.20 – 9.50 **Jeff Gravenhorst**, Group CEO, ISS
 9.50 – 10.20 **Prof. Michael L. Joroff**, Senior Lecturer, MIT Dept. of Urban Studies and Planning





10.20 – 11.05 Coffee Break / Exhibition / Networking

Business Conference Track I

ICT Impact on the Future Workplace




11.05 – 11.25 
Connected People work smarter
Dr. Jan Taug, Vice President Global Collaboration, Telenor Group


11.35 – 11.55 
Workplaces support Business Strategies and Development
Martha Takvam, CEO and **Prof. Siri Hunnes Blakstad**, Head of Workplace Management, Telenor Real Estate

12.05 – 12.25 
Leaving the Building behind for one Summer as a Change Accelerator
Kevyn Eva Norton, Program Manager New World of Work, Microsoft and **Niklaus Arn**, Managing Director, RBSgroup

Business Conference Track II


Organizing FM-Tools

11.05 – 11.55 
Discussion Round: FM Benchmarking
Dr. Hermen Jan van Ree, Senior Consultant Sustainability, DHV Group, **Magnus Kuchler**, Head of Nordic FM Advisory, Ernst & Young and **Dr. Angel López Alós**, European Commission, DG Joint Research Centre, Institute for Environment and Sustainability


12.05 – 12.25 
An integrated Model for Life-Cycle Cost Analysis
Cathrine Pauli, President, IFMA Chapter Switzerland/CEO VINCI Facilities Switzerland and **René Sigg**, Board member, IFMA Chapter Switzerland/Managing Director Intep

Research Symposium Track I

Added Value

11.05 – 11.25 
The practice of Facilities Management in Nigeria
Hikmot Koleoso, Lecturer Department of Estate Management, University of Lagos and **Femi Adejumo**, MD/CEO, Spacemaxx Management Services


11.35 – 11.55 
Development of a Value Adding Concept for Identification of hidden Productivities
Nina Kaling, MSc and **Vanessa Lellek**, MSc, University of Applied Sciences Münster


12.05 – 12.25 
Rational Reluctance? A conceptual Discussion about Transition from FM 1.0 (Cost Reductions) to FM 2.0 (Value Creation)
Knut Boge, Associate Professor, Oslo and Akershus University College of Applied Sciences

Research Symposium Track II

Service Management

11.05 – 11.25 
FM Servicebarometer: Measuring and Controlling Internal Service Quality
Prof. Christian Coenen, **Doris Waldburger** and **Daniel von Felten**, Institute of FM, ZHAW

11.35 – 11.55 
Shadowing – a valuable approach to Facility Management research?
Nora Johanne Klungseth, PhD Student, NTNU

12.05 – 12.25 
Network Management of Service Providers in the Housing-FM Sector
Arto Huuskonen, PhD Student and **Dr. Suvi Nenonen**, Research Manager, Aalto University

12.30 – 14.00 Lunch Break / Exhibition / Networking

After each lecture 5 min Q & A and time to switch sessions.

Thursday, May 24 2012

Business Conference Track I

ICT Impact on the Future Workplace

14.00 – 14.20



Collaboration 2020: Future Expectations of the Workplace

Dr. Marie Puybaraud, Director Global Workplace Innovation, Johnson Controls and **Dr. Kjetil Kristensen**, Principal Consultant, Kristensen Consulting

14.30 – 14.50



Work on the Move – Interactive Workshop

Diane Coles, Director Workplace Solutions, SCAN Health Plan and **Nancy Sanquist**, Marketing and Communications, Manhattan Software

15.00 – 15.20



New Ways of Working and their Impact on future physical Work Spaces

Erick Beltran, Business Developer, Statoil ASA

Business Conference Track II

How can FM support the Core Business?

14.00 – 14.20



Achieving Business Goals by IFM Partnership

Johan Stellingwerf, Managing Director Facility Management Services, Sodexo

14.30 – 14.50



Rightsourcing

Wayne Tantrum, Managing Director, New World Sustainable Solutions Limited FM & Sustainability consultancy

15.00 – 15.20



Providing efficient FM Service in an emerging FM Market

Branimir Preprotic, FM Coordinator, PLIVA Croatia Ltd.

Research Symposium Track I

Sustainable FM

14.00 – 14.20



Towards an anthropocentric Approach in Sustainability Research

Athena Moustaka, Research Student and **Dr. Andrew Smith**, Lecturer, University of Central Lancashire

14.30 – 14.50



FM interns support Sustainability at U.S. National Laboratory via Lighting Study

Prof. Paulette Hebert, PhD, Human Sciences-Dept. of Design, Housing and Merchandising, Oklahoma State University

15.00 – 15.20



Sustainable for All: creating a greener Workplace for a multi-generational Workforce

Dr. Marie Puybaraud, Director Global Workplace Innovation, Johnson Controls

Research Symposium Track II

Service Management

14.00 – 14.20



Implementing Service Excellence in FM: Measures and Implications

Prof. Christian Coenen, Institute of FM, ZHAW and **Steven Loepfe**, Loepfe & Partner

14.30 – 14.50



Cleanliness translated into Sensory Clues of the Service Environment

Ruth Pijls, Researcher Guest Experience and **Brenda Groen**, Researcher Health & Hospitality, Saxion University

15.00 – 15.30

Workshop

15.30 – 16.15 Coffee Break / Exhibition / Networking

16.15 – 17.00 **Joint Session Business and Research – Book Presentation: “The Added Value of FM to Business Performance”**

Prof. Per Anker Jensen, TU Denmark, **Dr. Theo van der Voordt**, TU Delft, **Prof. Christian Coenen**, ZHAW

PANEL DISCUSSION



17.00 – 17.20 **Observer Reports**

Business Conference: **Prof. Michael L. Joroff**, Senior Lecturer, MIT Dept. of Urban Studies and Planning

Research Symposium: **Prof. Jan Bröchner**, Chair Organization of Construction, Chalmers University of Technology




17.20 – 17.40 **Presentation Winner of the EuroFM Partners Across Borders Award 2011**

17.45 – 18.30 Exhibition / Networking / Transfer

19.00 **Award-Gala Dinner at National Museum**

After each lecture 5 min Q & A and time to switch sessions.


Friday, May 25 2012

9.00 – 10.00 **Plenary Session – FM Debate of the Year – The Multinational Understanding of FM**
CHAIR: **Peter Prischl**, Managing Director, Reality Consult 


10.00 – 10.45 Coffee Break / Exhibition / Networking


Business Conference Track I

Corporate Social Responsibility (CSR) and Sustainable FM

10.45 – 11.05 
How to become the World No. 1 Company in Sustainability – with a CSR Triple Bottom Line
Susanne Stormer, Vice President Global CSR and TBL and **Verner Bentzen**, Vice President FM, NOVO Nordisk


11.15 – 11.35 
How can FM obtain and support CSR?
Leif Moellebjerg, FM Senior Director, LEGO Systems and **Joseph Nazareth**, CSR Group Vice President, ISS

11.45 – 12.05 
Sustainable FM – an operational Approach
Dr. Guido Hardkop, Head of Consulting, HSG Zander GmbH

12.10 – 12.30 
Is Low Occupancy the enemy of Green Building?
Simon Francis, MBA WR Manager Western and Southern Europe, Nokia and **Matthew Kobylar**, Workplace Practice Area EMEA, Gensler


Business Conference Track II

Organizing FM – Globally

10.45 – 11.05 
FM Transformation – global Strategy, local Execution
Julie Cooke, Global Account Leader, Johnson Controls


11.15 – 11.35 
FM multi-country Project: Challenges and Perspectives
Serge Bacchus, European Commodity Manager, UNISYS and **Stéphane Hullin**, Marketing Director, VINCI Facilities

11.45 – 12.05 
IKEA: Implementing FM as a new Business Factor in an Organization
Helena Ohlsson, Global Facility Manager, IKEA


12.10 – 12.30 
Walk the Talk: the challenging Transformation to a modern FM-Approach
Jordie van Berkel-Schoonen, Manager Facilities & Real Estate and **Marcel Broumels**, Specialist Policy & Innovation, Essent (a RWE company)


Research Symposium Track I

Knowledge and Risk Management

10.45 – 11.05 
Risk Management from Corporate and FM Perspectives – Two Case Studies
Kadir Ünver, MSc Civil Engineering and **Prof. Per Anker Jensen**, Centre for FM, TU Denmark


11.15 – 11.35 
Knowledge Management and Workplace Design: Tying the Knot
Hester van Sprang, Lecturer FM, Saxion University


11.45 – 12.05 
Approach to balance Maintenance Schedules for Built Assets according to a 40 year Maintenance Life-Cycle
Jens Bossmann, Scientific Associate and **Dr. Carolin Bahr**, Karlsruhe Institute of Technology (KIT)


12.10 – 12.30 
Centralized Building Operation and Building Performance
Dr. Robert Bye, Researcher, NTNU and **Mareike Glöss**, PhD Fellow, Uppsala University


Research Symposium Track II

Workplaces and Learning Environments

10.45 – 11.05 
Open Plan Office – from Narratives to Discourses – An Analysis of an Internet Discussion
Kaisa Airo, **Dr. Heidi Rasila**, Researcher and **Dr. Suvi Nenonen**, Research Manager, Aalto University

11.15 – 11.35 
A Servicescape for Learning: theoretical Foundations and practical Implications
Prof. Keith Alexander, Centre for Facilities Management and **Jim McConell**, Chairman, Scottish Association of University Directors of Estates

11.45 – 12.05 
Workplaces for social Ecosystems – User Experience in Hubs
Inka Kojo, BES Research Group, Aalto University

12.10 – 12.30 
More Space – Strategies for an intensive Use of built Environment over Time
Alexandra Kovacs, Chair of Real Estate Development, TU Vienna

12.30 – 14.00 Lunch Break / Exhibition / Networking
13.00 – 16.00 **Students Poster Competition 2012 – Nomination**

After each lecture 5 min Q & A and time to switch sessions.

Friday, May 25 2012

Business Conference Track I

Sustainability and Added Value

14.00 – 14.20

Value adding Architecture for sustainable Business
Steen Enrico Andersen, Director and **Paulette Simone Christophersen**, Head of Workplace Design, PLH Architects



14.30 – 14.50

New Business Models in FM for Added Value
Peter Prischl, Managing Director, Reality Consult



15.00 – 15.20

Key Performance Indicators for Sustainability in FM
Prof. Andrea Pelzeter, Professor FM and **Prof. Dr. Michael May**, Computer Sciences and Facility Management, Berlin School of Economics and Law



Business Conference Track II

Risk Management became Reality

14.00 – 14.20

Crisis – the ultimate Test of Cooperation and Efficiency Oslo July 22nd
May L. H. Balkøy, Head of Strategy and Development, Norwegian Agency of Governmental Real Estate



Global FM and Real Estate

14.30 – 14.50

Future Roles and Relationship between FM and Real Estate
Thomas Mitchell, CFM, Engineering and Science Center of Excellence, Booz Allen Hamilton, Past Chair, IFMA Boards of Directors



15.00 – 15.20

The Contribution of REFM to Core Business – Global REFM-Strategy and Roll out
Jesper Svensson, Vice President, Sony Ericsson Mobil Communications AB and **Magnus Kuchler**, Ernst & Young



Research Symposium Track I

CSR & Sustainable FM

14.00 – 15.00

Workshop CSR and Sustainable FM
 MODERATOR:
Prof. Thomas Thijssen, Saxion Research Center Business Development & Hospitality



15.00 – 15.25

Blue Collar FM Workers as a primary Stakeholder
Akarapong Katchamart, PhD Student CFM, TU Denmark



15.25 – 15.45

Sustainability in FM: from Ideas to Practice
Susanne Balslev Nielsen, Associate Professor, **Jakob Steen Møller**, Director of Facilities DTU, **Prof. Keith Alexander**, Centre for Facilities Management and **Prof. Stefan Jäschke Brühlhart**, ZHAW



Research Symposium Track II

Research Methodology & Agenda

14.00 – 15.00

Workshop: Doctoral Students across Europe – connecting PhD Students in FM
 MODERATOR:
Prof. Lukas Windlinger, Life Sciences & FM, ZHAW



15.00 – 15.25

The Future of FM in the Nordic Countries and a possible common Research Agenda
Prof. Per Anker Jensen, Centre for FM, TU Denmark



15.25 – 15.45

Interdisciplinary Approaches, Obstacles and Possibilities – Experiences from Facilities Management Research
Dr. Suvi Nenonen, Research Manager, Aalto University and **Göran Lindahl**, Associate Professor, Chalmers University of Technology



15.45 – 16.30 Coffee Break / Exhibition / Networking

Closing Plenary

16.30 – 16.45 **Presentation by the three Student Poster Competition Finalists**

16.45 – 17.15 **Observer Reports**

Business Conference: **Prof. Michael L. Joroff**, Senior Lecturer, MIT Dept. of Urban Studies and Planning

Research Symposium: **Prof. Tore Haugen**, Faculty of Architecture and Fine Art, NTNU

17.15 – 17.25 **Student Poster Award – Winner Announcement**

17.25 – 17.30 **Introducing EFMC Destination 2013 SODEXO**

17.35 – 17.40 **Final Remarks (Associations / Informa)**



18.30 **Copenhagen by Sea and Dinner in Nyhavn (old Harbour)** organized by DFM.
 Register and further information: www.efmc-conference.com/side-events



After each lecture 5 min Q & A and time to switch sessions.

Social events / Side events



Welcome Reception Wednesday, 23 May 2012

Town Hall Copenhagen
Rådhuset
1599 København V
www.kk.dk

Students Poster Gallery 2012

Have a look at the posters that FM bachelor's degree students from all over Europe have produced to present their recent study/research findings! The posters will be judged by an international jury consisting of board members from IFMA, EuroFM and practitioners (Wednesday, 25 May 2012, 13.00–16.00). The three best posters will be presented during the Closing Plenary Session (Friday, 25 May 2012). Your vote will decide the winners who will receive a voucher for IFMA's World Workplace 2012 Conference & Expo and €1.000,- prize money.
Details: klaus.homann@eurofm.org

Award Gala Dinner Thursday, 24 May 2012

National Museum
Copenhagen
Frederiksholms Kanal 12
DK-1220 København K
www.natmus.dk



The National Museum is Denmark's largest museum of cultural history. The museum's main domicile known as the Prince's Palace is a classical 18th century mansion just a stone's throw from "Strøget" shopping street and the city hall at the center of Copenhagen. The National Museum is the museum for all Denmark, where you can follow the history of the Danes from the stone age right down to the present day. Visitors are welcome all days 10.00–17.00 except Mondays and entrance to the museum is free of charge.

The **Restaurant Julian** cordially invites you to a welcome drink during the gala dinner! LOCATION, SUSTAINABILITY AND ENTHUSIASM – are the central themes at Restaurant Julian, located respectively at the National Museum and at Toldboden in Copenhagen Harbor.

Please note that you must register separately for the Gala Dinner, so book early for what promises to be a spectacular event.

- For conference participants, tickets cost € 145.00 (+VAT)
- For non-conference participants, tickets cost € 245.00 (+VAT)



European FM Awards

The first prestigious European FM Awards were held in Zurich in 2007, and we continued this recognition in 2008 (Manchester), 2009 (Amsterdam), 2010 (Madrid) and 2011 in Vienna honouring best practice and excellence within the European Facility Management profession across practice, research and education arenas.

The 2011 awards also highlighted the challenge for facility management professionals in light of the current climate whilst still tackling the national, cultural, regulatory and language differences across the different European regions.

There are three award categories:

1. Partners Across Borders
 2. European FM Student of the Year
 3. European FM Researcher of the Year
- Attend the Welcome Reception and Award Gala Dinner and enjoy an excellent meal and the company of your colleagues, other conference delegates and speakers as you celebrate and witness Europe's best researchers, students and service providers receive their prestigious European FM Awards for 2012.

Visit "Wonderful Copenhagen"

<http://www.wonderfulcopenhagen.dk>

Copenhagen has attractions and sights to suit every taste and interest – and most of them are within walking distance. The three most famous attractions in the city are: The more than 100 year old amusement park Tivoli, the statue of The Little Mermaid, and the freetown of Christiania. But Copenhagen has a lot more to offer. With a history that dates back to 1043 the city is full of historic landmarks, significant buildings and interesting sights. Be sure to visit Amalienborg Palace – home to the royal family, do a guided canal tour on the harbour and walk down the shopping street Strøget.

For more information or sponsoring please go to www.eurofm.org or mail to eurofm@eurofm.org

Supported by



Study Tours Organized by DFM • Date: Wednesday, 23 May 2012 • Time: 13.00–17.00 • Starting Point: Bella Center

Facility Tour A

Sony Ericsson Mobile Communications
Global Head Office in Lund/Sweden

Facility Tour B

DR Media City
Danish TV- and Broadcast Cooperation

Facility Tour C

House of Aller
Aller Media Group

A detailed time schedule and further information can be found at:
www.efmc-conference.com/side-events

IFMA Pre-Conference Events

• Date: Wednesday, 23 May 2012

European IFMA Leaders Conference • Time: 9.00–12.00

This half-day conference will provide IFMA chapter leaders with the opportunity to make connections, develop leadership skills and learn about resources available from IFMA Headquarters. Conference highlights include: sharing chapter management best practices and IFMA resources, membership growth ideas, updates from IFMA about education, certification and international initiatives, and more. **Contact: Barbara.Zlatnik@ifma.org**

Government Leaders Day • Time: 9.00–17.00

Around the globe Government Leaders continue to focus on energy efficiency and operations and maintenance as a way to improve building performance and asset protection. Given the growing role of government in incentivising and in some cases mandating more effective facility management practices, this year's EFMC conference will feature a Government Leaders Day which will offer presentations from represented governments, roundtable discussion and best practice sharing. **Contact: Jeffrey.Johnson@ifma.org**

EuroFM Post-Conference Meetings

• Date: Saturday, 26 May 2012

• Venue: ISS University, Bredgade 30, Copenhagen

08:30 Registration in ISS reception

09:00 EuroFM PNG Meeting
EuroFM ENG Meeting
EuroFM RNG Meeting

11:30 Coffebreak

12:00 EuroFM Members meeting

13.30 Lunch

Further information can be found at:
www.eurofm.org

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Global revenue amounted to DKK 74 billion in 2010 and ISS now has more than 540.000 employees and local operations in more than 50 countries across Europe, Asia, North America, Latin America and Pacific, serving thousands of both public and private sector customers.

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Peter Ankerstjerne
Group Marketing Director
Phone: +45 (0) 38 17 00 00
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Sodexo, founded in 1966, is one of the largest and most progressive integrated facilities management providers in the world, with a

turnover of €16 billion. Sodexo touches the lives of 50 million people on a daily basis in the 80 countries where it operates. Its global span, combined with local operations, carried out by 391.000 team members, allows Sodexo to have a unique knowledge of clients' business needs and employees' expectations.

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www.planonsoftware.com

Contact person: Oskar Pen & John Vos

Phone: +31 (0) 24-6413135, Fax: +31 (0) 24-6422942
E-mail: info-INT@planonsoftware.com

Exhibitors



At a glance – Who we are

Hosted by:

International Facility Management Association (IFMA)



Formed in 1980, IFMA is the world's largest and most widely recognized international association for professional facility managers, supporting more than 22.655 members in 78 countries.

IFMA is a member-centric association that exists to guide and develop facility management professionals by providing exceptional services, products, resources and opportunities. The association's members include 127 chapters and 16 industry councils worldwide. IFMA conducts research, provides educational programmes, recognizes facility management certificate programmes, and produces World Workplace – the world's largest facility management conference and exposition. Facility professionals can gain recognition through one of IFMA's three globally recognized credentials: Certified Facility Manager® (CFM®), Facility Management Professional (FMP®) and Sustainability Facility Professional™ (SFP™). For more information visit www.ifma.org. Connect with IFMA on Twitter, LinkedIn, YouTube and Facebook.

EuroFM – European Facility Management Network



This is a network of more than 100 organisations based in more than 22 European countries, all focused on facility management. They represent professional (national) associations (22.000 members), education and research institutes (14.000 students) and corporate organisations (€ 110 billion turnover and 1.300.000 staff).

EuroFM members are involved in an open exchange of information and experience through meetings, seminars and workshops, through collaboration in research projects and through the development of joint education programmes. EuroFM's mission is the advancement of knowledge in facility management in Europe and its application in practice, education and research. The 11th EuroFM research Symposium was organized under the chairmanship of the EuroFM Research Network Group (RNG). The Scientific committee conducted a double blind review process of all abstracts and papers. For more information visit the new EuroFM website at www.eurofm.org

Organised by:



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office locations are in London, Sao Paulo, Dubai, Singapore, Melbourne and Beijing. Each year across the group we bring together approximately 1 million professionals from every corner of every continent, all looking to meet, network and do business.

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For further information please contact:

Vanessa van der Mark,
Project Manager
Fax: +49 (0)2 11 / 9686–47 61

E-mail: vanessa.vandermark@informa.com



For more information, a tailored sponsorship plan and prices, please contact:

Manuela Zschocke
Fax : +49 (0)2 11 / 9686–47 15

E-mail: manuela.zschocke@euroforum.com

Scientific Committee (Research Symposium)

The Scientific committee conducted a double blind review process of all abstracts and papers.

- CHAIR: **Prof. Antje Junghans**, NTNU
Prof. Keith Alexander, Centre for FM
Dr. Susanne Balslev-Nielsen, Technical University of Denmark
Prof. Siri Hunnes Blakstad, NTNU
Prof. Jan Bröchner, Chalmers University of Technology
Prof. Inês Flores-Colen, Technical University of Lisbon
Prof. Tore Haugen, NTNU
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Prof. Kunibert Lennerts, Karlsruhe Institute of Technology
Göran Lindahl, Chalmers University of Technology
Dr. Anna-Liisa Sarasoja, Real Estate Business – REB School of Engineering Aalto University
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Dr. Suvi Nenonen, Aalto University in Finland
Dr. Theo van der Voordt, TU Delft
Prof. Thomas Wehrmüller, ZHAW Zurich University of Applied Sciences

Additional Moderator

- Prof. Thomas Thijssen**, Saxion Research Centre Business Development & Hospitality
Prof. Lukas Windlinger, ZHAW

Program Advisory Group

- CHAIR: **Ole-Emil Malmström**, Real FM
Ann Burton, International Facility Management Association (IFMA)
Susanna Caravatti-Felchlin, fmpo Swiss Association for FM and Maintenance
Gary Herbert, Eurofacility Solutions GmbH
Aleksandra Kreplin, EUROFORUM Deutschland SE
Prof. Dr. Michael May, University of Applied Sciences Berlin (HTW Berlin)
Wayne Tantrum, New World Sustainable Solutions Limited FM & Sustainability consultancy

[Code]



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 up to 20 21-50 51-100 101-250 251-500 501-1000 1001-5000 over 5000

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EFMC 2012

European Facility Management Conference

For further information please contact:

Vanessa van der Mark (Project Manager)
 Postal: EUROFORUM Deutschland SE
 Deutschland SE, Prinzenallee 3,
 40549 Duesseldorf, Germany
 Phone: +49(0)211/9686-3761
 Fax: +49(0)211/9686-4761
 E-mail: vanessa.vandermark@informa.com
 Internet: www.efmc-conference.com

Address Amendments:

Phone: +49(0)211/9686-3333
 Fax: +49(0)211/9686-4040
 E-mail: info@informa.com

Date and Location

24 and 25 May 2012, Bella Center
 Center Boulevard 5, DK-2300 Copenhagen
www.bellacenter.dk

Hotel Accommodation: See information on:
www.efmc-conference.com

Conditions of Participation. The conference fee per person is payable in advance. This fee includes conference documentation, lunches, tea/coffee and Chairman's View Toast. You will be sent a confirmation slip and invoice (as a receipt of your Credit Card payment) upon receipt of your registration. Registrations can be cancelled (in writing) without penalty up to 14 days before the event. For cancellation after this date half of the conference fee will be reimbursed. The full fee will be due if participants do not attend the conference or cancel on the conference date. The registered participant may of course send a substitute. The organisers reserve the right to amend the programme of events if necessary.

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