



13th EBES CONFERENCE - ISTANBUL PROGRAM AND ABSTRACT BOOK

JUNE 5-7, 2014
ISTANBUL, TURKEY

HOSTED BY



Istanbul
Bilgi Üniversitesi

LAUREATE INTERNATIONAL UNIVERSITIES

SPONSORED BY



TÜRKİYE CUMHURİYET
MERKEZ BANKASI



www.ebesweb.org

ebes@ebesweb.org

Copyright © EBES Publications
13th EBES Conference - Istanbul Program and Abstract Book
ISBN: 978-605-64002-6-1
Publisher: Teknik Basım Matbaacılık
Istanbul - Turkey
May 2014

Conte
About
EBES
EBES
13th E
Confe
Abstra
Direct

13th EBES Conference - Istanbul Program and Abstract Book
(ISBN: 978-605-64002-6-1)

EBES Publications / EBES Yayınları

Mailing Address / Yönetim Yeri Adresi: Akşemsettin Mah. Kocasınan Cad.
Erenoğlu İş Merkezi No: 8/4 34080 Fatih - İstanbul, Türkiye

Publisher / Baskı: Teknik Basım Tanıtım Matbaacılık San. Tic. A. Ş. Keyap Tic. Mrk.
Bostancı Yolu Cad. F1 Blok No: 93 Y. Dudullu Ümraniye / İstanbul, Türkiye
Tel: 90-216-508-20-20 Sertifika No: 24871

Publication Type / Yayın Türü: Conference Book / Konferans Kitabı
Istanbul - Turkey / İstanbul - Türkiye
May 2014 / Mayıs 2014

EBES ADVISORY BOARD

- **Hassan ALY**, Department of Economics, *Ohio State University*, U.S.A.
- **Ahmet Faruk AYSAN**, *Central Bank of the Republic of Turkey*, Turkey
- **Jonathan BATTEN**, Department of Banking and Finance, *Monash University*, Australia
- **Michael R. BAYE**, Kelley School of Business, *Indiana University*, U.S.A.
- **Simon BENNINGA**, The Faculty of Management, *Tel Aviv University*, Israel
- **Idris BIN JAJRI**, Faculty of Economics and Administration, *University of Malaya*, Malaysia
- **Wolfgang DICK**, *ESSEC Business School*, France
- **Mohamed HEGAZY**, School of Management, Economics and Communication, *The American University in Cairo*, Egypt
- **Cheng HSIAO**, Department of Economics, *University of Southern California*, U.S.A.
- **Heather HOPFL**, Essex Business School, *University of Essex*, UK
- **Philip Y. HUANG**, *China Europe International Business School*, China
- **Irina IVASHKOVSKAYA**, *State University - Higher School of Economics*, Russia
- **Soo-Wook KIM**, College of Business Administration, *Seoul National University*, Korea
- **Christos KOLLIAS**, Department of Economics, *University of Thessaly*, Greece
- **Ali M. KUTAN**, Department of Economics and Finance, *Southern Illinois University Edwardsville*, U.S.A.
- **William D. LASTRAPES**, Terry College of Business, *University of Georgia*, U.S.A.
- **Rita MÅRTENSON**, School of Business, Economics and Law, *Göteborg University*, Sweden
- **Panu POUTVAARA**, Faculty of Economics, *University of Munich*, Germany
- **Euston QUAH**, School of Humanities and Social Sciences, *Nanyang Technological University*, Singapore
- **Peter RANGAZAS**, Department of Economics, *Indiana University-Purdue University Indianapolis*, U.S.A.
- **John RUST**, Department of Economics, *Georgetown University*, U.S.A.
- **M. Ibrahim TURHAN**, *Borsa Istanbul*, Turkey
- **Marco VIVARELLI**, Faculty of Economics, *Catholic University of Milano*, Italy
- **Wing-Keung WONG**, Department of Economics, *Hong Kong Baptist University*, Hong Kong
- **Naoyuki YOSHINO**, Faculty of Economics, *Keio University*, Japan

Welcome to the 13th EBES Conference - Istanbul

We are excited to organize our 13th conference on June 5th, 6th, and 7th, 2014 at Istanbul Bilgi University in Istanbul, Turkey. We are honored to have received top-tier papers from distinguished scholars from all over the world. We regret that we were unable to accept more papers than we have. In the conference, 278 papers will be presented and 518 colleagues from 62 countries will attend the conference.

We are honored that distinguished researchers **Cheng Hsiao** (the *University of Southern California*, USA) and **John Rust** (the *Georgetown University*, USA) will join the conference as keynote speakers. **Professor Hsiao** will present a keynote speech entitled "*Panel Data Analysis: Advantages and Challenges*" and **Professor Rust** will make a speech entitled "*Can the Job Market for Economists be Improved?*"

In the conference, we organized an invited session in which **Peter Rangazas** (*Indiana University-Purdue University Indianapolis*, USA), **Euston Quah** (*Nanyang Technological University*, Singapore), and **Tatarkin Alexander Ivanovich** (the *Ural Branch of Russian Academy of Sciences*, Russia) will participate. In addition to the invited session, we also organized a special session entitled "*Challenges for Central Banking and New Policy Experiences of the Central Banks in the Global Economy*" with the participation of **Lokman Gunduz** (the *Central Bank of the Republic of Turkey*, Turkey), **Ad van Riet** (the *European Central Bank*, Germany), **Ahmet Faruk Aysan** (the *Central Bank of the Republic of Turkey*, Turkey), and **Khalid Rashid Al Khater** (the *Qatar Central Bank*, Qatar).

As expected, EBES conferences have been an intellectual hub for academic discussion for our colleagues in the areas of economics, finance, and business. Participants found an excellent opportunity for presenting new research, exchanging information and discussing current issues. We believe that our future conferences will improve further the development of knowledge in our fields. In addition, based on the contribution of the paper to the field, the *EBES Award Committee* has selected one of the papers for the **Best Paper Award**. The Best Paper Award winner will be announced during the conference.

We would like to thank our sponsors, the *Central Bank of the Republic of Turkey* and *Istanbul Economic Research Association* for their generous financial support and valuable collaboration. And also, we would like to thank to *Istanbul Bilgi University* for their great hospitality. Finally, we would like to thank to all presenters, participants, board members, and keynote speakers and are looking forward to seeing you all again at the upcoming EBES conferences.

Best regards,

Ender Demir, PhD
Conference Coordinator

CONFERENCE PROGRAM

COFFEE BREAK: 10:30-10:40

SESSION II: 10:40-12:40

PUBLIC ECONOMICS II
Room: 301

Chair: Paschalis Arvanitidis

Fiscal Multipliers in Good Times and Bad Times

Faik Koray, Louisiana State University, U.S.A.

Can Tax Simplification Help Lower Corruption?

Rajul Awasthi, The World Bank Group, U.S.A. and Nihal Bayraktar, Penn State University, U.S.A.

The Application of Deficit models for Turkish Cypriot Municipalities

Dilber Caglar Onbasioglu, Girne American University, Turkey and Sami Fethi, Eastern Mediterranean University, Turkey

Tax System and Informal Economy: A Cross-Country Analysis

Abdulkadir Nagac, Zirve University, Turkey

Elections, Incumbent Governments and Fiscal Performance: Comparative Evidence from EU Countries

Ageliki Anagnostou, University of Thessaly, Greece; Christos Kollias, University of Thessaly, Greece; and Stefanos Papadamou, University of Thessaly, Greece

Predicting Currency Returns with Balance of Payments Accounts

Zhamilya Assilbekova, Hanken School of Economics, Finland and Frederic Deleze, Hanken School of Economics, Finland

MANAGEMENT II
Room: 302

Chair: Ulrich Egle

Employee Involvement in Management and Organizational Behaviors: Public Sector Case

Poyraz Gurson, Atilim University, Turkey; Ali Gursoy, Turkey; Atilhan Naktiyok, Ataturk University, Turkey; and Mustafa Kemal Topcu, Ankara Chamber of Industry, Turkey

Facility Management: What for?

Alexander Redlein, Vienna University of Technology, Austria and Michael Zobl, Vienna University of Technology, Austria

Strategic Partnerships in the Construction Industry in Latvia

Vita Zarina, Turiba University, Latvia; Suat Begeg, Turkey; and Andris Vanags, Turiba University, Sacret Ltd, Latvia

An Applied Study of the European Foundation for Quality Management (EFQM) Excellence Model: Case of Halide Edip Kindergarten in Adiyaman

Murat Ayan, Adiyaman University, Turkey

Effect of Workplace Bullying on Psychological Strain and Job Performance: Organizational Support as Moderator

Arif Hassan, International Islamic University Malaysia, Malaysia and Ahmed Talib Sadiq Al Bir, International Islamic University Malaysia, Malaysia

In Enterprises the Conflicts Effect on the Administrator and Employee Job Satisfaction and Productivity

Hulya Cagiran Kendirli, Hitit University, Turkey and Altug Cagatay, Gaziosmanpasa University, Turkey

Facility Management: What for?**Alexander Redlein**

Vienna University of Technology, Austria

Michael Zobl

Vienna University of Technology, Austria

Abstract

Introduction and background: Facility Management (FM) is a key function in managing facility services such as cleaning, maintenance/repair and working, support services and environment to support the core business of the organization. A lot of companies have recognized FM as an important strategy capable to reduce costs of facilities. Since 2005 the Vienna University of Technology analyze the demand side of FM (e.g. FM Organization, IT Support and Outsourcing) on a yearly basis in different European countries such as Austria, Germany, Bulgaria and Romania. The goal is to describe and analyze the benefits (monetary, non-monetary) which companies can generate through the (efficient) use of FM. Task description and methodology: The research is based on literature review and the Mixed Research. On one hand, the presentation of important results from the literature is done. On the other hand, results of the surveys carried out by the Vienna University of Technology are presented. These researches have been based on a (standardized) questionnaire. To design the studies, the research method "Mixed Research" was used. This method combines quantitative surveys with qualitative data collection methods e.g. personal interviews, expert groups, focus groups with professionals and content analysis. Also the Mixed Model Research was used. The qualitative and quantitative approaches are mixed within a research phase. The population for the survey were the Top 500 companies in the different countries. Interviewees of the survey were the internal Facility Managers or the persons responsible for all FM tasks. Tools for the survey were phone and/or E-Mail and personal face-to-face interviews. The data were entered in a MS Access database and afterwards exported into statistical programmes and analyzed and evaluated. Conclusion: On one hand monetary benefits through the efficient use of FM are possible (e.g. cost savings in the areas cleaning and energy, increase in productivity). On the other hand, FM is also about non-monetary effects. A lot of companies have recognized the topics environmental protection and sustainability. These topics fall within the competence of FM. So, besides adding value for the core business of companies, FM can also add value to society, in terms of sustainability and Corporate Social Responsibility.

Keywords: Facility Management, Value Added, Literature Review, Mixed Research, Sustainability

Strategic Partnerships in the Construction Industry in Latvia**Vita Zarina**

Turiba University, Latvia

Suat Begec

Turkey

Andris Vanags

Turiba University, Sacret Ltd, Latvia

Abstract

In the modern world, where both business sustainability and competitiveness are among the main goals, none of the companies can survive without establishing some kind of informal or formal partnership with others within the same industry, thus influencing the whole value chain. On the other hand, business diversification has led to multivariate construction industry structure where the role of the developer is often undertaken by municipalities, funding establishments, as well as construction companies themselves; at the same time, the suppliers of the construction materials are often the producers, who are developing the logistics side of business. The objective of the present study was to establish the research methodology for the assessment of strategic partnerships in the construction industry, as well as to carry out empirical study on the extent to which the existing strategic partnerships influence the industry's value chain. To reach the objective, there was carried out analysis of the construction industry's structure in Latvia on the basis of the statistical data, developed the methodology for partnership analysis, approximated and analyzed the major partnerships, and carried out market players' survey and focus group discussions to substantiate the findings. The study showed that the concept of the strategic partnership is well-known to the most of the surveyed companies, yet the partnerships differed both by their structure (extent of integration, level of the formalization of the partnership) and the strategic goals (focus on increased profits, business opportunities, or customer satisfaction). There was discovered that the customer-focused partnerships tended to last much longer leading to customer loyalty and repeated business, while the profit-focused partnerships were often only a temporary solution. Finally, there was concluded that the major influencing factor for any successful partnership was the alignment of the strategic goals of all involved partners. If



13th EBES CONFERENCE - ISTANBUL PROCEEDING CD

JUNE 5-7, 2014
ISTANBUL, TURKEY

HOSTED BY



Istanbul
Bilgi Üniversitesi

LAUREATE INTERNATIONAL UNIVERSITIES

SPONSORED BY



TÜRKİYE CUMHURİYET
MERKEZ BANKASI



www.ebesweb.org

ebes@ebesweb.org

Facility Management: What for?

Prof. Alexander Redlein
Vienna University of Technology, IFM
Vienna, Austria
alexander.redlein@tuwien.ac.at

Michael Zobl
Vienna University of Technology, IFM
Vienna, Austria
michael.zobl@ifm.tuwien.ac.at

Facility Management (FM) is a key function in managing facility services such as cleaning and maintenance/repair and working, support services and environment to support the core business of the organization. A lot of companies have recognized FM as an important strategy capable to reduce costs of facilities. Therefore FM can contribute to the success or partial failure of an organization's business. This article describes the benefits and cost savings respectively value added for companies through the use of FM.

Facility Management, Value Added, Literature Review, Sustainability, Mixed Research

I. INTRODUCTION

Facility Management (FM) was born as a company internal procedure in the United States at the end of the 1970's. This practice was focused on the control of those activities supporting the core business, perceived less strategic but important for the company success. In Europe, FM became a managerial practice starting in the eighties, first in UK and then in other countries [1]. But the activities that today are regarded as part of FM have existed in organizations for a long time before the term FM was used and the profession of FM was established [2]. Today FM coordinates a wide range of facility services and the management of which can contribute to the success or partial failure of an organization's business. FM is the support function coordinating physical resources and workplace, and support services to user and process of works to support the core business of the organization. The central issues of FM practice consist of place or facility, people or user of the building, and process or activities of the facility [3]. By a common definition FM is the "integrated management of the workplace to enhance the performance of the organization" [4]. More specifically, FM can be defined as the management of premises and services required to accommodate and support core business activities of the client organization, while constantly adding value to the stakeholders [5]. The European Norm EN 15221-1 defines FM as follows: "In general, all organizations, whether public or private, use buildings, assets and services (facility services) to support their primary activities. By coordinating these assets and services, using management skills and handling many changes in the organization's environment, Facility Management influences its ability to act proactively and meet all its requirements. This is also done to optimize the costs and performance of assets and services" [6]. The main benefits of FM approaches according to the EN 15221-1 in organizations are:

- Clear and transparent communication between the demand side and the supply side by dedicating persons as single points of contact for all services, which are defined in a FM agreement.
- Most effective use of synergies amongst different services, which will help to improve performance and reduce costs of an organization.
- Simple and manageable concept of internal and external responsibilities for services, based on strategic decisions, which leads to systematic insourcing or outsourcing procedures.
- Reduction of conflicts between internal and external service providers.
- Integration and coordination of all required support services.
- Transparent knowledge and information on service levels and costs. Both have to be clearly communicated to the end users.
- Improvement of sustainability of an organization by implementing a life cycle analysis for the facilities [6].

The development of FM as a management discipline has very much been driven by an aim to control and reduce cost by new way of organizing and managing a number of disparate activities, which formerly had been without much management attention. With the introduction of centralization, internal markets, benchmarking, outsourcing, Service Level Agreements (SLA) and Key Performance Indicators (KPI), a new management regime has been introduced and in many cases resulting in tremendous cost savings. Around the change of the millennium the role of FM has changed in many companies. Controlling cost is no longer sufficient. In periods of expansion and with strong demand for new generations of a limited number of highly skilled professionals from the creative class, it is for many companies more important to attract and retain employees. Providing attractive workplaces with good services has become increasingly important as a primary requirement for FM. This forces FM to focus on how facilities can be managed to add value to the core business of a company. The focus on sustainability and corporate social responsibility (CSR) are other trends that, drives FM towards a focus on added value [7]. Therefore FM can contribute to the success or partial failure of an organization's business. This article describes the benefits (monetary, non-monetary) which companies can generate through the (efficient) use of FM.

II. FACILITY MANAGEMENT AND VALUE ADDED

More than 80% of the total costs for buildings are operation costs like costs for maintenance/repair or energy supply, whereas only 10 to 20% costs are spent for planning and construction [8]. As these running costs are still rising, a lot of companies have recognized FM as a management strategy capable to reduce these costs for facilities [9]. According to different publications, it is possible to save between 10 and 30% of the costs of buildings through the use of FM [8]. The main focus of FM has for a long time been on cost reductions, but in recent years there is a change towards the need for FM to create added value [10]. The value adding by FM is seen as an optimization process, rather than only cost cutting [5]. In the past, added value was seen as a combination of price and quality. Nowadays added value is considered as a complex concept that can be studied from different perspectives. There appears to be broad consensus about added value being the ratio between benefits and sacrifices for the customer. Risk is also mentioned in literature as an aspect of added value. The assessment of and decision about added value involves a trade-off and a choice between different criteria – benefits, costs and risks – which in themselves are difficult to compare. The assessment concerns the functional or emotional advantages offered by a product or service in relation to the financial costs and efforts as well as the risks involved in using or not using the service. For example, cutting back on cleaning may lead to heightened health risks due to fungi and bacteria. Their possible negative effects in the long-term (e.g. absenteeism, reduced productivity) reduce the (possible) advantages of short-term profit. This trade-off between benefits, costs and risks is also known as optimizing the various values. Value can be created by and for individuals, organizations and society. A discussion is taking place about added value of FM as a function within organizations and the service they provide. A clear expression of this is the large number of FM-related studies on different aspects of added value [11].

Two articles by Lynch (2002) focus on maximizing FM's contribution to shareholder value and therefore on economical value. Cant (2005) presents a case study of a regional retail centre and mainly stresses the need of a more strategic role of FM. Price et al. (2009) introduced the theory of social construction of realities to explain, why some FM organizations are perceived as having better performance than others. The article emphasizes the need for both quantitative and qualitative research in search for different perceptions of value. Other studies focused on the importance of organizational issues in the value adding process. Improving productivity and decreasing costs turned out to be the most discussed areas of adding value by corporate real estate management. Improving productivity covers the areas of providing a more efficient work environment (input), e.g. less square meters and lower costs, and providing effective accommodations and other facilities that support new ways of working and a high quality and quantity of production (output). Some authors raised the issue of flexibility as a significant aspect that can add value to corporate business. Many authors also discussed the importance of integration of technologies/information technologies, human resources, and corporate real estate in order to develop tomorrow's workplace.

Smith and Pitt (2009) identified the added value of sustainable workplaces to improving employee health and wellbeing and increasing productivity. The link between added value and outsourcing is found in cost reduction objectives, ranging from redirecting capital, refocusing on core business, transferring real estate related risks and increasing occupational flexibility [12]. Jensen et al. developed the FM Value Map which was presented at the research symposium during European Facility Management Conference (EFMC) 2009 to "Highlight the added values for the core business provided by Facilities Management". The FM Value Map is a conceptual framework to understand and explain the different ways that FM can create value for a core business as well as the surroundings for the benefits of multiple stakeholders: owners, staff, customer and society. The aim was to select exemplary cases of FM adding value in the companies and to find convincing ways to present them to make FM interesting for managers. It can be used to support the dialogue between the supply side and the demand side of FM. The FM Value Map was developed from inductive reasoning and inspiration from strategic mapping from Balanced Score Card based on case studies of FM best practice in the Nordic countries in Europe [13]. One of the general conclusions was that there had been a change in FM from mainly focusing on cost reductions towards a higher degree of focus on adding value [7].

Since 2005 the Vienna University of Technology (TU Vienna) analyze the demand side of FM on a yearly basis in different European countries such as Austria, Germany, Bulgaria, Romania, Turkey and the Netherlands. Through these surveys it was possible to build up know-how in the area of FM itself and the statistical evaluation. The researches have been based on a (standardized) questionnaire survey. To design the studies, the research method "Mixed Research" was used. Through the use of this research methodology, it was possible to prove savings through the use of FM scientifically. In the previous studies (2005, 2006) it was possible to show savings in the sectors cleaning, service and maintenance, waste management and power supply. The result comes to the conclusion that instead of high implementation costs, FM is able to generate cost-effective and efficient business management of real estates. Responsible for this effect of savings was outsourcing in combination with the definition of new profiles, and cheaper prices. Nevertheless, the authors could also observe a tendency towards insourcing because of quality and security reason. In addition, savings through the leverage of synergies between different services or locations become more important. According to statistical analyses an own FM department had positive effects on once only savings and resulted in higher savings in the area of Technical Maintenance. The studies also proved that companies with an own FM department tend to achieve savings within more facility services such as cleaning, maintenance/repair, energy supply, winter service and safety [14]. Another research project (2007) at the Vienna University of Technology analyzed if there is a difference whether a separate FM department has been established or not. The research has also been based on a questionnaire market survey. The author's defined parameters that have influence on the efficiency of FM. Examples for these parameters are: areas of cost saving and availability of cost and building data and the usage of a CAFM system

(Computer Aided Facility Management). The study proved that companies with an own FM department tend to achieve savings within more facility services. In addition, companies with a CAFM tool tend towards a higher number of cost drivers (at the introduction phase) because of the need to collect and maintain data. Not only the tool itself but also the training of the employees causes costs. On the other side these companies have a higher productivity. Based on the existing results of the survey, "data" represents one of the most important areas to increase productivity. A better database increases the simplification of the operational procedures of FM. Due to the introduction of FM, rapid data access and evaluation is possible. This enables decisions that are more precise. On the other hand data acquisition and data preparation was one of the biggest cost drivers. So the parameters data and CAFM have retrograded influence, which means they have a positive effect on the increase in productivity. But at the same time they also lead to more cost drivers because of the need to collect, prepare and maintain the data [15].

Research based on the use of basically the same questionnaire translated from German to Dutch has been undertaken as part of a master thesis at Wageningen University. The focus in this research was on the difference in added value with respect to the way FM is organized and structured in an organization. The added value was measured by the parameters: one time cost savings, yearly savings, productivity increase, advantages and savings, and perceived success of FM. In the questionnaire the parameters were subdivided into a number of specific measures. The results were analyzed by making a comparison between the independent variables (structure FM) and the added value of an organization (parameters). The results showed no clear correlation between added value and the independent variable organization (outsourcing). The results of the independent variable sector showed that profit organizations score slightly higher on added value than not for profit organizations. The independent variables coordination and ICT (information systems) had a correlation with the change in added value. Organizations with a FMIS (Facility Management Information System) scored higher on added value than organizations without this system [16].

The main results of the survey in the year 2010 accomplished by the TU Vienna showed that the awareness for FM rises. More and more companies implement FM departments. Strategically FM departments set their core goal on cost reduction, but sustainability and quality are despite important factors to the Facility Managers. The most important fields of cost savings were: energy, cleaning and maintenance/repair. According to the statistical analysis based on the data of the study in 2011 an own FM department had positive effects on annual savings, especially in the areas cleaning and energy. Companies with an own FM department also tend to nominate more areas of cost saving than companies without an own FM department. Savings were possible in most parts through technical upgrade, new type of contract, rates and reorganization. FM also leads to an increase in productivity. Most named areas were personnel, administration and maintenance/repair. The results showed that FM is a very important tool to achieve an increase of efficiency as well as

savings. This can be confirmed by the recent study. The actual study also proved that companies with an own FM department tend to achieve savings within more facility services in contrast to companies without an own FM department. An own FM department also leads to higher annual savings. The Wilcoxon Test was used for comparing the average performance of two groups to verify if there is a difference between two populations on the basis of the random samples from these populations. In both cases the Wilcoxon Test showed a significant result. That means that there is a (statistical) significant difference between the two groups (FM department yes/no) and the tested variables (annual savings, number of facility services with savings). An own FM department manages the different facility services better. In addition, through the central management of facility services synergies between the different services can be used. This model proved that an own FM department allows better management of facility services and therefore economic optimization and cost savings in different facility services such as cleaning or maintenance/repair can be performed. Also an own FM department guarantees the best realization of an optimal real estate management. The expert knowledge of an optimal management makes it possible to achieve savings through the use of FM. For example, clearly arranged real estate documents, contracts and floor plans at one central place help to identify cost saving potentials.

III. FACILITY MANAGEMENT AND SUSTAINABILITY

Besides adding value for the core business of organizations it is becoming increasingly important for FM to add value to society, in terms of sustainability and corporate social responsibility (CSR). The value added through the efficient use of FM is not only about monetary effects (especially cost savings, increase in productivity). It is also about non-monetary effects related to sustainability and CSR.

In consequence of the economic crisis it has become important for each company to save costs in every area (e.g. in the areas facilities and infrastructure). At the same time one of the main goals of a company should be by reducing its energy consumption and increasing working (environmentally) sustainability. Connecting and fulfilling all of the above is the duty (beside many other tasks) of FM. At present, buildings contribute as much as one third of total global greenhouse gas emissions and the building sector has the most potential for delivering significant and cost-effective greenhouse gas emission reductions in western economies. Over 80% of greenhouse gas emissions take place during the operational phase of buildings and is (or should be) under the control of FM. Sarasoja and Aaltonen (2012) studied environmental sustainability from the occupier organization perspective and identified in a case study the ways to create added value through greener FM processes. This case study shows that improving the environmental performance of facilities and services do not only decrease the energy consumption and greenhouse gas emissions, but also contributes to the organization in other ways. Greener FM services have a potential to affect employee wellbeing and productivity, improve image of occupier organization, and decrease costs at the same time. With new technologies, the energy consumption

in new and existing buildings can be cut by an estimated 30 to 80% with potential net profit during the building life-span [7].

Corporate Social Responsibility (CSR) is another area, which is essential for FM to create value in the future. In October 2011 the European Commission published a new policy on CSR. The commission defines CSR as "the responsibility of enterprises for their impacts on society". To fully meet their CSR, companies should have in place a process to integrate social, environmental, ethical, human rights and consumer concerns into their business operations and core strategy in close collaboration with their stakeholders. CSR concerns actions by companies over and above their legal obligations towards society and the environment. It enables companies to better anticipate and take advantage of fast changing societal expectations and operating conditions. It can therefore drive the development of new markets and create opportunities for growth [17]. A growing number of companies disclose social and environmental information. In the German-speaking countries the number of published CSR Reports has doubled in the last years. These reports include the strategic goals of an organization in terms of sustainability. Also the operational implementation and the results of the various measures are presented. According to a MBA study of Fuke (2012) about 97% of the CSR goals count to a Facility Manager's field of functions (e.g. environment, energy efficiency, waste, cleaning, green building), but in only 12% of all these reports FM is mentioned [18]. This means that Facility Managers need to start taking on the role of a manager more strongly and the communication between the FM department and the chairman should improve.

IV. CONCLUSION

FM coordinates a wide range of facility services and the management of which can contribute to the success or partial failure of an organizations business. On the one hand, monetary benefits through the efficient use of FM are possible (e.g. cost savings in the areas cleaning and energy, increase in productivity). FM is also about non-monetary effects. In most of the companies the topics environmental protection and sustainability are becoming more important. This is also reflected by the increasing number of published CSR Reports. Though, many of the topics fall within the competence of FM are not associated with FM. So there is still a need for action. Besides adding value for the core business of companies, FM can also add value to society, in terms of sustainability and CSR.

REFERENCES

- [1] A. F. De Toni, A. Ferri, M. Montagner, "Open Facility Management", IFMA Italia, Milano, 2009.
- [2] L. Tay, J. T. L. Ooi, "Facilities management: a Jack of all trades?", *Facilities*, Vol. 19, No. 10, pp. 347-362, 2001.
- [3] P. A. Jensen, T. van der Voordt, C. Coenen, "The added value of Facilities Management: Concepts, Findings and Perspectives", Polyteknisk Forlag, Lyngby, 2012.
- [4] S. Chotipanich, "Positioning facility management", *Facilities*, Vol. 22, No. 13/14, pp. 364-372, 2004.
- [5] T. Mudrak, A. Wagenberg, E. Wubben, "Assessing the innovative ability of FM teams: a review", *Facilities*, Vol. 22, No. 11/12, pp. 290-295, 2004.
- [6] ÖNORM EN 15221-1, "Facility Management Teil 1: Begriffe", <https://www.astandis.at/shopV5/Preview.action;jsessionid=1443B492897CCDD1959626AE04B2E4A1?preview=&dokkey=232990&selectedLocale=en>, 2007 (accessed 03 February 2014).
- [7] P. A. Jensen, A. L. Sarasoja, T. van der Voordt, C. Coenen, "How can Facilities Management add value to organizations as well as to society?", Conference Paper, Brisbane, Australia: CIB World Building Congress, 5-9 May, 2013.
- [8] J. Návý, "Facility Management: Grundlagen, Computerunterstützung, Systemeführung, Anwendungsbeispiele", Springer Verlag, Berlin, Heidelberg, 2006, 4. Auflage.
- [9] R. Redmann, "Gebäudemanagement: Transparenz schaffen, Kosten optimieren", Verlagsgruppe Jehle Rehm GmbH: München, Berlin, 2000.
- [10] P. A. Jensen, "The Facilities Management Value Map: a conceptual framework", *Facilities*, Vol. 28, No. 3/4, pp. 175-188, 2010.
- [11] H. B. Kok, M. P. Mobach, O. S. W. F. Omta, "The added value of facility management in the educational environment", *Journal of Facilities Management*, Vol. 9, No. 4, pp. 249-265, 2011.
- [12] P. A. Jensen, T. van der Voordt, C. Coenen, D. von Felten, A.-L. Lindholm, S. B. Nielsen, C. Riratanaphong, M. Pfenninger, "In search for the added value of FM: What we know and what we need to learn", *Facilities*, Vol. 30, No. 5, pp. 199-217, 2012.
- [13] P. A. Jensen, T. van der Voordt, C. Coenen, D. von Felten, A.-L. Lindholm, S. B. Nielsen, C. Riratanaphong, M. Schmid, "The added value of FM: Different Research Perspectives", EFMC 2010, Madrid, 1 and 2 June, 2010.
- [14] A. Redlein, M. Schauerhuber, S. Hauk, "Parameters for an economic efficient implementation of FM", 6th EuroFM Research Symposium, Zurich, Switzerland, 26 and 27 June 2007, Conference Papers, pp. 109-116, 2007.
- [15] A. Redlein, F. Sustr, "Economic Effective Implementation of FM", Research Paper, TU Wien, 2008.
- [16] I. Smit, "A study on the added value of Facility Management", Thesis Report, Wageningen UR, 2008.
- [17] European Commission, "A renewed EU strategy 2011-14 for Corporate Social Responsibility", <http://ec.europa.eu/social/BlobServlet?docId=9470&langId=en> (accessed 06 February 2014).
- [18] F. Fuke, "Corporate Social Responsibility & Sustainability und Facility Management: Facility Management als nachhaltige Einflußgröße im CSR", Master Thesis, TU Wien, 2012.

Michael Zobl

Von: Conference Maker Mail System [confmaker_mailer@editorialexpress.com] im Auftrag von EBES [ebes@ebesweb.org]
Gesendet: Donnerstag, 13. März 2014 10:45
An: Alexander Redlein
Betreff: About your submission to the 13th EBES Conference - Istanbul

Dear Alexander Redlein,

Thank you for your interest in the 13th EBES Conference - Istanbul and submitting your abstract/paper for consideration. We are pleased to inform you that your abstract/paper entitled "Facility Management: What for?" has been accepted for presentation at the 13th EBES Conference - Istanbul. The conference will be held on June 05-07, 2014 at Istanbul Bilgi university.

We would kindly like to remind you that the deadline for registration is April 21, 2014. To pay the registration fee with credit card (Visa/Master), please visit our secure online registration site at <http://www.ebesweb.org/Conferences/13th-EBES-Conference-Istanbul-Turkey/Registration.aspx>

For payment via bank transfer and/or other payment options, or if you have any questions regarding online registration, please do not hesitate to contact us at any time.

In order to be included in the Conference Program and the Abstract Book, the registration fee must be received by April 21, 2014.

Congratulations on your successful research efforts, and thank you for presenting your research paper at the 13th EBES Conference - Istanbul.

We look forward to seeing you in Istanbul in June, 2014.

Respectfully,

Ender Demir, Ph.D

EBES
Conference Coordinator
www.ebesweb.org
ebes@ebesweb.org