Innovation Dialectics: An Extended Process Perspective on Innovation in Services

Services are characterised by the involvement of customers and other interest groups in the innovation process. The aim of this study is to understand how and why, in the service context, tensions and potential conflicts between heterogeneous interest groups unfold during processes of innovation. The empirical field in which the investigation was set is facility services, a type of business-to-business support services. The findings were extracted from a longitudinal, in-depth case study of a Danish, multi-national organisation over 13 years, complemented with an explorative study in the Danish facility service context. The findings suggest that tensions and conflicts between heterogeneous interest groups are an intrinsic element of innovation processes in services, and that emphasising them might actually support a clearer understanding of processes of innovation in services. The outcome of the analysis is a process model, which proposes innovation dialectics as one of the driving mechanisms of innovation in services.
Value co-creation for FM innovation: Is it possible, and if yes, how?

No matter the industry, co-creation of value is a hot topic. Marketing specialists swear by it; manufacturers and service providers try to integrate it in their innovation practices; researchers study it. But what is value co-creation, and how does it apply to FM? Value co-creation is grounded in the recognition that firms are no longer in full charge of deciding upon the value to be offered to markets, but rather need to continuously cooperate with their customers, who become active collaborators in the creation of value. Value, in fact, is jointly created by supply and demand. The former offer the frame and resources for the co-creation of value, and the latter make their needs and expectations explicit and share their knowledge on how to satisfy them. In FM, value is created first and foremost by delivering and maintaining services that support the core business of organisations. According to the EN15221-1 definition, FM is “the integration of processes within an organization to maintain and develop (...) services which support and improve the effectiveness of its primary activities”. In other words, FM is expected to create value for the organization it belongs to, by at least delivering and maintaining services that support the core business. Moreover, FM can add value by contributing to the organisational performance it belongs to (Voordt & Jensen, 2017).

General information
State: Published
Organisations: Department of Management Engineering, Management Science, Implementation and Performance Management
Authors: Nardelli, G. (Intern)
Pages: 4-6
Publication date: 2017
Main Research Area: Technical/natural sciences

Publication information
Journal: FM Update
Facilities management innovation in public-private collaborations: Danish ESCO projects

The purpose of the article is to investigate how Facilities Management (FM) units navigate Energy Service Company (ESCO) collaborations, here defined as examples of public collaborative innovation within the context of FM. The driving motivation is to inform and inspire internal FM units of local institutions on how to navigate and manage collaboration of different, intra- and inter-organisational actors throughout ESCO projects.

General information
State: Published
Organisations: Department of Management Engineering, Production and Service Management, Centre for Facilities Management, Roskilde Universitet, Aalborg University
Authors: Nardelli, G. (Intern), Jensen, J. O. (Ekstern), Nielsen, S. B. (Intern)
Pages: 185-203
Publication date: 2015
Main Research Area: Technical/natural sciences
Publication information
Journal: Journal of Facilities Management
Volume: 13
Issue number: 2
ISSN (Print): 1472-5967
Ratings:
BFI (2017): BFI-level 2
BFI (2016): BFI-level 2
BFI (2015): BFI-level 2
BFI (2014): BFI-level 2
BFI (2013): BFI-level 2
ISI indexed (2013): ISI indexed no
BFI (2012): BFI-level 2
FM Innovation in Science and Practice

Purpose: To report in FM Innovation.

Theory: Innovation theory, service management, space design.

Design/methodology/approach: Case studies, workshop.

Findings: Barriers, areas of interest, and best practices in FM Innovation.

Originality/value: Presents a first exploration of European case practices in FM Innovation.

General information
State: Published
Organisations: Department of Management Engineering, Production and Service Management, Centre for Facilities Management, Implementation and Performance Management
Authors: Mobach, M. P. (Ekstern), Nardelli, G. (Intern), Konkol, J. (Ekstern), Kok, H. B. (Ekstern), Alexander, K. (Ekstern)
Number of pages: 11
Publication date: 2015

Host publication information
Title of host publication: Research Papers. Advancing Knowledge in Facilities Management: People make Facilities Management
Publisher: EuroFM
Editors: Alexander, K., Price, I.

Series: EuroFM Research Papers
Main Research Area: Technical/natural sciences
Conference: 14th EuroFM Research Symposium, Glasgow, United Kingdom, 01/06/2015 - 01/06/2015
Facility Management, Innovation, Integration, Interdisciplinarity, Service, Space

Electronic versions:
FM_Innovation_in_Science_and_Practice.pdf

Relations
Activities:
FM Innovation in Science and Practice
Publication: Research - peer-review › Article in proceedings – Annual report year: 2015

Innovation management or conflict resolution? How to take advantage of stakeholder interactions to drive FM innovation and improvement processes

General information
State: Published
Organisations: Department of Management Engineering, Production and Service Management, Centre for Facilities Management, Implementation and Performance Management
Authors: Nardelli, G. (Intern)
Publication date: 2015
Main Research Area: Technical/natural sciences

Publication information
Journal: FM Update
Volume: 4
Recent literature reveals the increasingly important role of Information and Communication Technologies (ICT) within innovation in services. This paper aims at outlining how scholars have conceptualized and defined the relationship between ICT and innovation in services so far, by analysing the fragmented body of knowledge available on the topic, to strengthen the research area as field of study and support its progress. The results of the literature review were derived through a concept-centric analysis of the existing research on ICT and innovation in services. The outcome of the literature review is a conceptual typology that organizes and summarizes the body of knowledge on ICT and innovation in services, and reveals the critical knowledge gaps along with an agenda for future research. The main contribution of this work resides in having organized existing literature on the relationship between ICT and innovation in services into a conceptual typology. The conceptual typology outlines the three main aspects of the link between ICT and innovation in services: the integration of organizational and innovation processes; the cooperation among internal and external agents; and the self-reinforcing innovation mechanism that characterizes ICT as a product.

Purpose – This article investigates and conceptualizes user involvement in business-to-business service innovations as well as the tools that are used to support interactions in such a service innovation process. The paper uses a qualitative research approach to answer the research question. By following Miles and Huberman (1984)’s this study started with a literature review of studies investigating service innovation, service innovations models, user roles and tools in service innovation in general, to conduct an empirical investigation in facility management (FM) services. The findings indicate that, in business-to-business services such as FM services, the involvement of users is variable depending on the offered services as well as on the specific role that users play with regards to the service being innovated since users might have different needs and expectations with respect to such service innovation. In addition the study reveals that face-to-face tools are preferred to ICT-based tools in business-to-business FM service innovations.
Research limitations/implications – As in all qualitative research, the main limitation of our study is the generalizability of the findings to other business-to-business service sectors. More research conducted both in FM services and other service sectors would help to shed light on the generalizability of these findings.

Originality/value – The study contributes with new and detailed insights into the complexity of user involvement and supporting tools in business-to-business service innovations.

General information
State: Published
Organisations: Department of Management Engineering, Production and Service Management, Centre for Facilities Management, Implementation and Performance Management
Authors: Nardelli, G. (Intern)
Number of pages: 16
Publication date: 2015
Main Research Area: Technical/natural sciences
Source: PublicationPreSubmission
Source-ID: 114519997
Publication: Research - peer-review › Paper – Annual report year: 2015

Value co-creation: Ad-hoc project or dynamic capability? A process case study

General information
State: Published
Organisations: Department of Management Engineering, Production and Service Management, Centre for Facilities Management, Implementation and Performance Management, Salzburg University of Applied Science
Authors: Nardelli, G. (Intern), Broumels, M. (Ekstern)
Number of pages: 25
Publication date: 2015
Main Research Area: Technical/natural sciences
Source: PublicationPreSubmission
Source-ID: 110810257
Publication: Research - peer-review › Paper – Annual report year: 2015

Innovation In Services and Stakeholder Interactions: Cases from Facilities Management

Services are increasingly becoming a crucial driver of the economies of developed countries. At the same time, innovation is not only recommended, but also required, to ensure survival and growth of organisations, within the manufacturing as well as the service sectors. Given globalisation and the development of information and communication technologies, more and more heterogeneous parties are and might be involved in innovation processes, meaning that both manufacturers and service providers shall take into consideration a more diverse set of needs and expectations when developing new offerings. Within the service context, specifically, empirical evidence and existing research suggest that interactions between stakeholders are an important element of innovation processes. Therefore, when managing and studying innovation in the service context, interactions between stakeholders should be taken into consideration. So far, the literature on innovation in services has addressed some of the aspects of interactions between stakeholders, such as customer involvement and open innovation practices. Nevertheless, when looking at innovation processes in services, scholars have typically adopted a firm-centric approach and taken into consideration only the perspective of the service-providing organisation. The perspective of the beneficiary of the service, however, as well as that of other stakeholders, is a crucial element for the understanding of innovation in services and related interactions. In fact, given the recognition that services are characterised by interactivity between stakeholders, the perspective of the service beneficiary determines the way an outcome is co-produced. This dissertation investigates how interactions between stakeholders unfold throughout innovation processes in services, and how service organisations and their stakeholders navigate and manage such unfolding to reach successful outcomes. Grounded in the literature and theories on innovation in services, this dissertation adopts a qualitative approach and emphasises the empirical context of facilities management services. Facilities management services are a set of support services. They are meant to ensure that the employees of an organisation can carry out the tasks and activities related to the core business, without having to worry about, for example, the management of the workplace, catering and cleaning, security and safety. Facilities management services are categorised as task-interactive services, i.e., are centred on the close interaction between demand and supply, and were selected as empirical field of investigation because they allow to transparently observe interactions between stakeholders throughout innovation processes. To reach the research aim, this dissertation includes five papers with different objectives and questions, which touch upon various aspects of innovation in services while maintaining a dedicated focus on the interactions between stakeholders. As a consequence, I combined a shared qualitative approach with a varied research approach (inductive, abductive and deductive), which includes a literature review and four empirical papers. The empirical work for this dissertation includes an explorative study, three mini case studies and an in-depth longitudinal case study. The collected data range from interviews to archive data and passive observation, and the data analysis was carried out through a systematic approach to coding supported by the qualitative data analysis software Atlas.ti (v.6). Overall, this dissertation offers several contributions to theory and practice. First of all, this work stresses the role of stakeholder
management for the success of innovation processes, and outlines a series of methods and tools that might support dealing with heterogeneous parties when aiming for innovation. Furthermore, and perhaps more interestingly, this work underlines that interactions between stakeholders are one of the driving and characterising elements of innovation processes in services. In short, the organisation trajectory, i.e., the development over time of the business model of an organisation, is dependent on changes in the business model of its stakeholders. But interactions between stakeholders play a crucial role in all types of innovation processes, not only business model innovation: tensions and conflicts between diverse parties are one of the driving forces behind innovation processes in services. Therefore service organisations should carefully identify and, when possible, select their stakeholders to maximise the potential of interactions. Moreover, service organisations should evaluate how each set of stakeholders should be involved in different types of innovation processes, and manage interactions through change and expectation management.

Tools for Stakeholder Involvement in Facility Management Service Design

PurposThe purpose of this paper is to provide an overview of the tools that Facility Management (FM) companies use to involve different stakeholders, and more precisely the ones on the demand side, in the FM service design process. Stakeholder involvement may contribute to FM service innovations that are more in line with the stakeholder needs and expectations, and may thus result in increased customer satisfaction, better services and, at the very end, an increased competitive advantage for the organization.

Background: The background of this study lies in user involvement in service design in combination with empirical evidence and research from the FM field. The differentiation between clients, customers and end-users (Coenen et al. 2013) is taken as the ground to explore the peculiarities of stakeholder management within FM service design, and deepen the discussion on user involvement, which can be found in service design literature.

Methodology: To address the purpose of the study, this article uses a qualitative research design and combines an extensive literature review with semi-structured interviews and archival data from both primary and secondary sources. Results: This study provides an overview of the specific tools that are used to involve different stakeholders on the demand side in FM service design and innovation process. These tools have been categorized as: (1) direct methods that allow stakeholders (clients, customers and end-users) to actively participate in the FM service design and innovation; and (2) indirect methods that enable to passively involve stakeholders through ethnographic methods.

Practical implications: Practitioners could use the results of this study in the FM service design process to (1) identify which demand stakeholders they want to involve, i.e. client, customer, or end-user; (2) identify which type of involvement, i.e. as co-creator, resource or user, is called for in the specific design process; and (3) choose the design tools to support the FM service design process in each specific instance.

Originality/value: By taking the starting point in the literature on service design, user roles in service design and tools for service design, this paper contributes to FM literature by (1) first identifying the tools used by FM managers to involve users in FM service design processes and (2) by categorizing such tools in relation to the role that FM users have in the design process as well as FM service provision processes.
Involving users in complex service systems' innovation processes by means of ICT-based tools: The case of Facility Management Services

Whether service innovation processes are planned or happen ad hoc, the involvement of users is increasingly being recognized as potentially supporting successful innovation outcomes. Facilities Management (FM) services are complex business-to-business services, whose innovation process is complicated by heterogeneous needs and expectations of the diverse stakeholders. This makes it particularly interesting to study user involvement within the context of FM services. This paper aims at contributing to the literature on user involvement in services by addressing the roles played by the different stakeholders in FM open service innovations and depicting some of the supporting tools for stakeholder interaction within the context of FM services. The research design included 23 interviews in 15 Danish companies, complemented with archival data to ensure triangulation. The data were analyzed deductively based on literature on service innovation and customer roles in new service development. The results of the analysis indicate that the involvement of users varies not only depending on the offered services, but also on the specific relation between users and the service. This implies that heterogeneous needs and expectations have to be matched and balanced for service innovation to be successful, by using specific Information and Communication Technology (ICT)-based and face-to-face support tools to involve different stakeholders throughout innovation processes. These results contribute to the literature on open innovation and user involvement in services as they highlight the process to follow, and the tools to use, to increase user satisfaction in service innovation.

The nature of innovation processes in FM

Purpose: This work investigates the dynamics of interaction between stakeholders of Facilities Management (FM) innovation and improvement processes. The aim is to understand how the complex value chain of FM services influences innovation processes within this field.

Theory: This study combines theories on innovation in services with research focused on the empirical field of FM. More specifically, the analytical framework for this study applies the differentiation between reactive and proactive innovation processes by Toivonen and Tuominen (2009) to the value chain identified by Coenen, Alexander, and Kok (2012) and, by doing so, it emphasizes the dynamics of interaction between stakeholders.

Design/methodology/approach: This work applies a qualitative methodology based on abduction. The data collection was carried out in the Danish FM field through an explorative study, which included 14 semi-structured interviews and archival data, along with three in-depth interviews. The data analysis was carried out during and after the data collection, and was aided by the qualitative data analysis software Atlas.ti.

Findings: The findings suggest that the complex value chain that characterizes FM has a threefold impact on the nature of innovation processes within this field. Firstly, end-users of FM services are usually not involved in innovation processes, although they might sometimes play a role as initial drivers. Secondly, FM services are intangible but more easily reproducible than other services, which impacts on the diffusion of innovation. Finally, the evaluation of the added value derived from innovation depends on and changes according to a heterogeneous set of internal and external stakeholders, of a higher complexity as compared to that of other services.

Originality/value: This work aims at contributing to the literature on innovation in FM, by combining two frameworks from the different research areas, i.e. innovation in services and FM. The originality of the findings stands in depicting the distinguishing characteristics of FM, and their impact on how innovation is characterized within FM as compared to other service contexts.
Value co-creation and business model innovation in the context of business-to-business services: Lessons from facility services

The service industries are characterized by the involvement of stakeholders in the innovation process. The aim of this study is to understand how, in the context of business-to-business services, the interplay between operational and strategic activities of an organization can be managed across the network of actors to achieve value co-creation. Based on a qualitative investigation, two propositions, which summarize the main findings, are developed. In the first proposition it is outlined how processes of business model innovation within support services require a certain degree of openness to manage interactions between internal and external stakeholders of the organization they serve. The second proposition, on the other hand, depicts how business model innovators manage the interplay between strategic and operational activities by allocating responsibilities among internal and external stakeholders.

Collaboration within business model innovation: an exploratory study of Danish facility services

In services, the innovation process takes place, among other processes, due to the interaction of internal and external actors. This makes it crucial to coordinate the interactions between the organization and its external environment to support value co-creation among the network of stakeholders. This study takes the business model as unit of analysis and focuses on business model innovation to investigate how value can be co-created within complex stakeholders networks. The results of the study outline that, within the service industry, value can be co-created through business model innovation by aligning internal and external stakeholders to harmonize strategic and operational agendas. Openness in the innovation process appears to be a critical supporting tool for value co-creation within complex networks of stakeholders.

The Complex Relationship between ICT and Innovation in Services: A Literature Review

Recent literature reveals the increasingly important role of ICT within innovation in services. The heterogeneity of existing literature on the topic makes it harder to identify the main problem areas and to spot the critical knowledge gaps when planning and executing research on ICT and innovation in services. This paper aims at outlining how scholars have investigated the relationship between ICT and innovation in services so far, by analyzing the fragmented body of knowledge available on the topic, to strengthen the problem area as field of study and support its progress. The results of the literature review were derived through a concept-centric analysis of the existing research on ICT and innovation in services. The outcome of the literature review is a conceptual typology that organizes and summarizes the body of knowledge on ICT and innovation in services, and reveals the critical knowledge gaps along with an agenda for future research.
Projects:

**Innogy Idealab - Dashboard for evaluation of an ideation platform**
The purpose of the project is to support the development of a dashboard for the evaluation (measurement of outcomes) of an idea generation platform, i.e., Idealab by Innogy.

Department of Management Engineering
Management Science
Implementation and Performance Management

**innogy**
Period: 21/12/2016 → 21/12/2017
Number of participants: 1
Project ID: 82058
Project participant:
Nardelli, Giulia (Intern)

**Activities:**

**38th International Conference on Information Systems (Event)**
Period: 2017 → …
Giulia Nardelli (Reviewer)

Department of Management Engineering
Management Science
Implementation and Performance Management
Degree of recognition: International

**Related event**

**38th International Conference on Information Systems: Transforming Society with Digital Innovation**
10/12/2017 → 13/12/2017
Seoul, Korea, Republic of
Activity: Research › Peer review of manuscripts
CIB International Research Week 2017 (Event)
Period: 2017 → …
Giulia Nardelli (Reviewer)
Department of Management Engineering
Management Science
Implementation and Performance Management
Description
Review of research papers
Degree of recognition: International
Related event
CIB International Research Week 2017
11/09/2017 → 15/09/2017
Manchester, United Kingdom
Activity: Research › Peer review of manuscripts

FM Innovations - Can touchpoints stand alone?
Period: 26 Apr 2017
Giulia Nardelli (Speaker)
Department of Management Engineering
Management Science
Implementation and Performance Management
Description
In the FM industry, clients, customers and end users are crucial inspirators for innovators. But do FM innovators truly understand their customers' "jobs", and not just their touchpoints throughout the day? And if they do, how do their integrate such understanding when driving and implementing innovation?
Degree of recognition: International
Related event
European Facilities Management Conference 2017
25/04/2017 → 28/04/2017
Madrid, Spain
Activity: Talks and presentations › Conference presentations

Supervision of larger projects at DTU
Period: 24 Apr 2017
Giulia Nardelli (Speaker)
Department of Management Engineering
Management Science
Implementation and Performance Management
Degree of recognition: Local
Related event
Supervision of larger projects at DTU
02/03/2010 → …
Lyngby, Denmark
Activity: Participating in or organising an event › Participating in or organising workshops, courses, seminars etc.

The Ph.D. Supervision Process: Methods and Tools
Period: Mar 2017 → May 2017
Giulia Nardelli (Speaker)
Department of Management Engineering
Management Science
Implementation and Performance Management
Degree of recognition: Local

Documents:
PhD supervision course-Diploma

Related event

The Ph.D. Supervision Process: Methods and Tools
07/03/2017 → 09/05/2017
Kgs. Lyngby, Denmark
Activity: Participating in or organising an event › Participating in or organising workshops, courses, seminars etc.

Implementation and Performance Management (IPM) Research Seminar
Period: Jan 2017
Giulia Nardelli (Organizer)

Department of Management Engineering
Management Science
Implementation and Performance Management
Degree of recognition: International

Links:
https://www.youtube.com/channel/UCkeqpl0GiS63MiiBLBWrEFg (Youtube channel of the IPM Research Seminar)

Related event

Implementation and Performance Management (IPM) Research Seminar
26/01/2017 → …
Kgs. Lyngby, Denmark
Activity: Participating in or organising an event › Participating in or organising workshops, courses, seminars etc.

25th European Conference of Information Systems (Event)
Period: 2016 → 2017
Giulia Nardelli (Reviewer)

Department of Management Engineering
Management Science
Implementation and Performance Management

Description
Review of research papers
Degree of recognition: International

Related event

25th European Conference of Information Systems
05/06/2017 → 10/06/2017
Guimarães, Portugal
Activity: Research › Peer review of manuscripts

EuroFM (External organisation)
Period: 2016 → …
Giulia Nardelli (Member)

Department of Management Engineering
Management Science
Implementation and Performance Management

Description
Jury member for the Partner for Innovation (P4I) Award, European Facilities Management Network
Degree of recognition: International
Links:
http://www.eurofm.org/index.php/eurofm-awards/partners-for-innovation-award (Partner for Innovation Award, EuroFM Network)

Related external organisation
EuroFM
Activity: Membership › Membership in review committee

CFM’S 2nd Nordic Conference
Period: 30 Aug 2016
Giulia Nardelli (Chairman)
Department of Management Engineering
Management Science
Implementation and Performance Management
Centre for Facilities Management

Description
Approaching aspects of value co-creation in relation to service innovation and FM

Participation and collaboration in organising the conference.

Related event
CFM’S 2nd Nordic Conference: Facilities Management Research and Practice
29/08/2016 → 30/08/2016
Lyngby, Denmark
Activity: Participating in or organising an event › Participating in or organising a conference

How to organise for an article-based Ph.D.
Period: 8 Apr 2016
Giulia Nardelli (Lecturer)
Department of Management Engineering
Management Science
Implementation and Performance Management
Centre for Facilities Management

Description
Guest lecture during a Ph.D. course at Roskilde University

Related external organisation
Unknown external organisation
Activity: Talks and presentations › Conference presentations

DFM netværks Årskonference
Period: 7 Apr 2016
Giulia Nardelli (Speaker)
Department of Management Engineering
Management Science
Implementation and Performance Management

Centre for Facilities Management

Description
Presentation w/ Jakob Møltsen: Innovation Management or conflict resolution? How can FM innovators ensure success of innovation and improvement processes, while dealing with a heterogeneous group of stakeholders and their needs and expectations?

Presentation w/ Jakob Møltsen: Innovation Management or conflict resolution?

Related event

DFM netværks Årskonference
07/04/2016 → 08/04/2016
Helsingør, Denmark
Activity: Talks and presentations › Conference presentations

RESER Doctoral Colloquium 2015
Period: 9 Sep 2015
Giulia Nardelli (Plenary speaker)
Department of Management Engineering
Production and Service Management
Centre for Facilities Management
Implementation and Performance Management

Description
Presentation at plenary session of RESER Doctoral Colloquium 2015 + participation as discussant/faculty member in parallel session in which Ph.D. students will present their research proposal and receive feedback.

"Writing an article-based Ph.D. dissertation". Presentation at plenary session of RESER Doctoral Colloquium 2015, Roskilde University, 9 September 2015.
Participation in parallel session of RESER Doctoral Colloquium.

Related event

RESER Doctoral Colloquium 2015
09/09/2015 → 09/09/2015
Roskilde, Denmark
Activity: Participating in or organising an event › Participating in or organising workshops, courses, seminars etc.

7th International Process Symposium (PROS) 2015
Giulia Nardelli (Participant)

Department of Management Engineering
Production and Service Management
Centre for Facilities Management
Implementation and Performance Management

Description
Presented and discussed the paper "Value co-creation: Ad hoc process or dynamic capability? A process case study" at the Workshop on Theorizing Process, chaired by Ann Langley.

Related event

7th International Process Symposium (PROS) 2015: Workshop on Theorizing Process
24/06/2015 → 27/06/2015
Helona Resort, Kos, Greece
Gå-hjem-møde om Facilities Management og innovation
Period: 28 May 2015
Giulia Nardelli (Organizer)
Department of Management Engineering
Production and Service Management
Implementation and Performance Management
Centre for Facilities Management

Description
Workshop on FM and Innovation with practitioners and researchers, consisting of a combination of practice and research presentation, as well as a reflective exercise.

Organisation of and presentation at Gå-hjem-møde om FM og Innovation.
Documents:
Gå-hjem-møde om FM og Innovation-Invitation and programme

Related event
Gå-hjem-møde om Facilities Management og innovation
28/05/2015 → …
Kgs. Lyngby, Denmark
Activity: Participating in or organising an event › Participating in or organising workshops, courses, seminars etc.

FM Innovation in Science and Practice
Period: 2014 → 2015
Giulia Nardelli (Invited speaker)
Department of Management Engineering
Production and Service Management
Implementation and Performance Management
Centre for Facilities Management

Description
Co-chair of and invited speaker at the FM Innovation Session of EFMC 2015.
Organisation of and participation in session on FM Innovation at EFMC 2015.
Documents:
FM Innovation in Science and Practice-White paper

Related event
European Facility Management Conference 2015
01/06/2015 → 03/06/2015
Glasgow, United Kingdom
Activity: Talks and presentations › Conference presentations

Coordination of the Post-Graduate Group of EuroFM Research Network (External organisation)
Period: Jun 2014 → Sep 2015
Giulia Nardelli (Coordinator)
Department of Management Engineering
Production and Service Management
Centre for Facilities Management
Implementation and Performance Management

Description
Organisation and coordination of activities for the Post-Graduate Group (composed by Ph.D. students, research assistants and Post-Docs) of the EuroFM Research Network

Degree of recognition: International

Related external organisation

Coordination of the Post-Graduate Group of EuroFM Research Network

Activity: Membership › Membership in research network