A step-by-step plan to manage and measure adding value by FM/CREM.

**Purpose**
To present a new Value Adding Management model in order to support decision makers in identifying appropriate interventions to add value to the organisation, to manage its implementation, and to measure the output and outcomes.

**Theory**
The paper builds on value adding management theories and models including the triplet input-throughput-output, a distinction between output, outcome and added value, the Plan-Do-Act-Check cycle, change management and performance measurement. Design/methodology/approach Literature review and a cross-chapter analysis of a forthcoming book, where authors from different European countries present a state of the art of theory and research on 12 value parameters, how to manage and measure each value, and to discuss the costs and benefits of typical FM and CREM interventions to enhance satisfaction, image, culture, health and safety, productivity, adaptability, innovation, risk, cost, value of assets, sustainability and Corporate Social Responsibility.

**Findings**
The new Value Adding Management model follows the steps from the well-known Plan-Do-Check-Act cycle. The four steps are supported by various tools that were found in the literature or came to the fore in the state-of-the-art sections of the 12 value parameters. Furthermore an overview is presented of ways to measure the 12 value parameters and related Key Performance Indicators.

**Originality/value**
Much has been written about adding value by FM and CREM. This paper presents a new Value Adding Management model that opens the black box of input-throughput-output-outcome and which is supported by various management and measurement tools.

**General information**
State: Published
Organisations: Department of Management Engineering, Management Science, Hanze University of Applied Sciences, Saxion University of Applied Sciences, Delft University of Technology
Contributors: van der Voordt, T., Jensen, P. A., Hoendervanger, J. G., Bergsma, F.
Pages: 40-50
Publication date: 2016

**Host publication information**
Title of host publication: Research Papers for EuroFM’s 15th Research Symposium
Electronic versions:
Paper_4_vanderVoordt_Jensen.pdf
Source: PublicationPreSubmission
Source-ID: 125713967
Research output: Research - peer-review › Article in proceedings – Annual report year: 2016