The Facilities Management Value Map: a conceptual framework

Purpose: To present a conceptual framework - the FM Value Map - to understand and explain the different ways that FM can add value to a core business, and possibly to the surroundings. Design/methodology: The value map has been developed based on inductive reasoning from an analysis of a large number of cases in an explorative empirical study of FM best practice in the Nordic countries of Europe. It has been tested and modified from discussions with practitioners in a NordicFM project group and aligned with the current European standardisation of taxonomy for FM. Findings: The FM Value Map was successfully tested in a number of case studies from companies in the 5 Nordic countries. Research limitations/implications: The present version of the FM Value Map is not seen as a final model, but as a result of an initial development. The model should be tested and validated further and also refined. Practical implications: The FM Value Map can be used in general to provide a better understanding of the value and contributions of FM, for instance by FM organisations in the dialogue with their customers. Originality/value: The FM Value Map is a unique conceptual framework, and a comparison with other models shows that it provides the most holistic framework by including the impacts on the surroundings and all relevant stakeholders.

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