Value adding management: A concept and a case - DTU Orbit (22/08/2019)

**Value adding management: A concept and a case**

**Purpose:** To develop a management concept that can assist facilities managers in implementing value adding strategies and practices. The FM Value Map has been developed to analyse and demonstrate the different ways FM can add value. However, there is a need to develop management tools that can be used more directly and proactively by facilities managers to implement adding value strategies and practices.

**Methodology:** The development of the concept of Value Adding Management is based on the management model for FM included in the European FM standards, recent theories on added value of FM and real estate and the related concept of Value Management from building projects. The chapter outlines a preliminary theoretical based management concept, which is investigated, tested and discussed based on a case study of LEGO.

**Findings:** The case study provides a clear example of a company that actual practice value adding management. It underlines the importance of stakeholder and relationship management as part of adding value. The case study confirms the relevance of the basic concept of Value Adding Management.

**Practical implications:** The concept of Value Adding Management is expected to increase the awareness of the impacts and strategic importance of FM for organisations and can be a practical tool for facilities managers in implementing value adding strategies and practices.

**Research limitations:** The concept has only been validated in a single case study; the generality should be validated with case studies from other types of organisation.

**Originality/value:** The concept is new and represents a promising way to strengthen the strategic management of FM.

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