

# **Facilities Management**

Innovation and Performance

Edited by

**Keith Alexander, Brian Atkin,  
Jan Bröchner and Tore I. Haugen**



**Spon Press**  
Taylor & Francis Group

LONDON AND NEW YORK

# Contents

Contributors	vii
Preface	xi
1 Introduction <i>Keith Alexander, Brian Atkin, Jan Bröchner and Tore I. Haugen</i>	1
PART ONE: Organisational Change and Learning: An Introduction <i>Keith Alexander</i>	13
2 Space Place and People: Facilities Management and Critical Theory <i>Bob Grimshaw</i>	15
3 Organisational Change, Representations and Facilities <i>Michael Fenker</i>	33
4 Space Use among Growth Companies: Linking the Theories <i>Jan Bröchner and Paul Dettwiler</i>	47
PART TWO: Innovation and the Innovative Workplace: An Introduction <i>Brian Atkin</i>	59
5 Why Do Real Estate Actors Weight Adaptability Differently for Office Buildings? <i>Kirsten Arge</i>	61
6 Towards a More Sustainable Industrial Workplace <i>John Hudson</i>	75
7 The Emergence of Supply Chain Management as a Strategic Facilities Management Tool <i>Margaret-Mary Nelson</i>	83
PART THREE: Performance: An Introduction <i>Jan Bröchner</i>	95

8 Business-Related Performance Measures for Facilities Management <i>John Hinks</i>	97
9 Developing Balanced Scorecards for Facilities Management <i>Dilanthi Amaratunga and David Baldry</i>	109
PART FOUR: Towards Knowledge Workplaces: An Introduction <i>Tore I. Haugen</i>	117
10 The Knowledge Workplace: What Really Matters <i>Linariza Haron</i>	119
11 Towards Typologies of Knowledge Work and Workplaces <i>Reidar Gjersvik and Siri H. Blakstad</i>	137
Appendix: A European Workplace Knowledge Network <i>Keith Alexander</i>	155
Index	161