

Thesis

Motives of FM executives to offer facility services for employees

A qualitative research towards the 'perception' and perception influencing factors of facilities management executives about facility services for employees in the Netherlands



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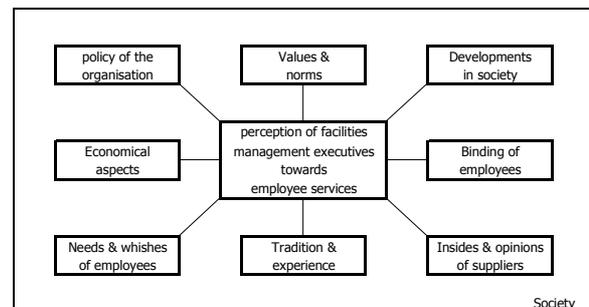
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EXECUTIVE SUMMARY

This research on behalf of Foodstep and the Management Studies Group of Wageningen University gives an inside in the 'perception' of facilities management executives about facility services for employees, such as catering, sports facilities or a grand café. Such services are offered for the well being of the employees and a contribution of the employees is required in most cases. Based on a literature review, it was expected that this 'perception' is influenced by a combination of general aspects (like personal characteristics of the facilities management executive, the way the services are organized - outsourced or internal-, the differences between integrated and standard services and the the reasons for offering these services) as well as company specific characteristics (the kind of organization, the opinion about guests, the services currently offered and the demands of the employees).

The above mentioned expectations were tested during the empirical part of the research, which consisted of executing interviews with 14 facilities management executives and organizing a validation session, in which the results of the interviews were discussed with and validated by 7 representatives of different kinds of organizations with facilities management know-how.

In the end, the factors influencing the 'perception' of the facilities management executive about such services for employees were captured in the model presented beside this text. This model contains the four main motives for offering such services for employees as well as two internal general aspects and two external general aspects. Internal general aspects are made up of Policy of the organization and Needs & wishes of employees, external general aspects consist of Developments in society and Insides & opinions of suppliers, and motives consist of Economical aspects, Values & norms, Binding of employees and Tradition & experience. The whole model is surrounded by the more general developments in society, which strongly influence the 'perception' of the facilities management executive.



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The main difference in the perception of the facilities management executive between offering such services for employees and other facilities services is that such services for employees are not elementary and do not need to gain a (significant) positive financial result. Such services for employees are offered to show good employer ship, to bind/enchain employees and to support the image of the organization, e.g. with a nice gym or biological, fair trade products in the restaurant. Main differences in the 'perception' of the facilities management executive can on basis of the limited amount of interview not be linked to the personal characteristics of the executive. Nevertheless, the kind of organization, the background of the facilities management executive himself and the back-ground of the boss of the facilities management executive do matter with respect to the 'perception'.

For Foodstep, a better understanding of the facilities management executive is useful for their researches. A next step for Foodstep and Wageningen University could be to design a questionnaire which can be send to a large number of facilities management executives to validate these results in a quantitative way. Also a questionnaire towards employees could be an useful follow-up, so the 'perception' of employees about such services can there be compared with the opinion/'perception' of the facilities management executive.

PREFACE

This research is executed as the final part of my MSc study at Wageningen University. After several years of studying, this thesis should prove that I have all the (academic) skills to design, execute and report a research independently. By means of this thesis, I hope to prove that I have these skills.

The subject of the research was interesting, getting familiar with the thoughts of facilities management executives to offer extra services for employees. I especially liked the interviews with the executives: it was a unique possibility to talk with facilities management executives of several large organizations all over the Netherlands. The interviews did not only provide me useful knowledge for the research, but they were a great experience in the world of facilities management in practise, decision making and even outsourcing. I enjoyed executing every interview and I can hopefully use this experience in the future.

I would like to thank Foodstep as well as the Management studies group of Wageningen University to offer me the possibility to execute this research and explore a bit more of the 'perception' of the facilities management executives. It was a pleasure for me and I hope that the results will support both principals in executing their activities.

Wageningen,
July 2008

ACKNOWLEDGEMENT

For executing this research, I was to a large extent depending on several commercial as well as non-commercial organizations or parties. I contacted many facilities management representatives of different organizations and was able to interview some of them: catering organizations, scientists, suppliers of integrated facilities management services and several facilities management executives of larger organizations (companies as well as not for profit organizations). The willingness to participate of the organizations was overwhelming, which gave me the motivation and energy needed to execute this research. It is for sure that the interest of parties involved gave me an enormous boost to continue the research. By then you know that you are working on a research topic which interests others. That you are working on a research where several parties in the facilities related field can make use of. I am really grateful to all the persons who were willing to participate in this research in one or another way.

Still, I would like to thank some persons in special. First of all Dries van Wagenberg, professor in facilities management at Wageningen University and Gerrit Antonides, professor in consumer behaviour at Wageningen University. Furthermore, I would like to thank Rien de Koning, Evelien Leegwater and Nicole Kleuskens of the research- and consultancy firm Foodstep in Wageningen. Their specific knowledge of the catering market and the facilities of Foodstep which I could use, gave me the ability to execute this research.

Wageningen, July 2008

Rolf Heling

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Extra services for employees...



1 INTRODUCTION

In this chapter, the reasons for executing this research and the project background will be given. Besides, the research objective and general research question will be stated and the principals (or parties involved in this research) will be introduced.

1.1 CAUSE OF THIS RESEARCH

Since several years, Foodstep, a research and consultancy firm, executes research in the catering¹ branch in the Netherlands by means of its National catering research. In their research, the end users of the catering facilities are questioned (the people working in an organization) as well as the catering manager (of a catering organization). In this approach, one main party is lacking: the principal. The principal is the organization which outsources the catering to a certain catering organization. The principal is (partly) responsible for matters like price setting, the lay-out of the restaurant and the assortment. The principal is in large organizations mostly represented by the facilities management executive². Above mentioned can be drawn as a triangle shape, or an upside-down pyramid (figure 1.1). The three different parties involved (user, executive and principal) are linked with and dependent on each other:

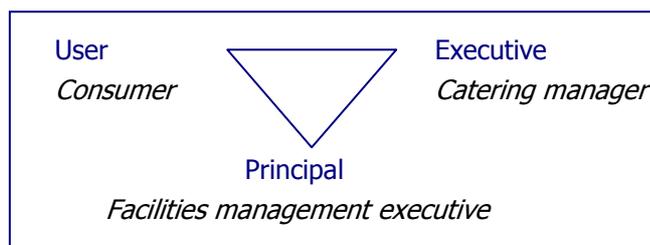


Figure 1.1: Schematic view of the involved parties

In the researches executed by Foodstep, the opinion of the facilities management executive was lacking till 2007.

1.2 PRINCIPALS

Foodstep is an independent research and consultancy firm which focuses on the hierarchic structure of 'out of home food and drinks'. Foodstep is established in 1988 in Wageningen and is part of the Food & Beverage Consultants Europe Holding. The company is active in all links in the foodservice chain, which consists of producers, wholesalers, governmental organizations, fraternities and the demanding market of the catering industry, hotels, restaurants, cafeteria's and healthcare organizations. Foodstep executes research, gives advice and educates people. The goal of Foodstep is to improve people and organizations step by step in the world of food, drinks and sleeping. Due to the fact that Foodstep does not focus on one single link in the chain, but supplies all links, Foodstep can provide its customer with up- and downstream knowledge.

The chair group Management Studies of Wageningen University executes research towards innovations in facilities management. It has given itself the following working hypothesis: "It is a useful starting

¹ Within this project, the following activities are meant by catering: the restaurant/cafe/tertia within an organization, industrial catering and partly vending machine catering; so in short catering focussed on employees. Other activities of the aspect catering are not taken into account here. For the sake of convenience, the word catering will still be used in this document.

² With the facilities management executive, the person is meant who has the final responsibility for the facilities management policy within the organization. The name of the function differs between organizations, the person could also be called head of the facilities department, facilities director, facilities management executive, etc.

point to group and focus facilities management activities for employees towards the desires of the employees". Therefore, Wageningen University and Foodstep are working together in a partnership. This project is a result of this partnership, in which Foodstep can get a better understanding of facilities management executives and facilities management in general and Wageningen University can (partly) test its hypothesis. To keep the results valuable for both parties, the focus will not be on catering alone, but at the total package of services specially offered to the employees.

1.3 RESEARCH OBJECTIVE AND RESEARCH QUESTIONS

Goal of the project is to make an inventory of the facilities management executives' 'perception'³ towards services for employees. The thoughts of the facilities management executive on which his or her decisions are based, like the motivation to choose for a certain level of quality or a certain service level to support the employees play a role here. The final goal is to develop a model which shows the factors influencing the 'perception' of the facilities management executive. The research objective is stated in the following sentence:

To investigate the motives of facilities management executives to offer facilities management services for employees by analyzing the 'perception' of the facilities management executive towards services for employees and looking to the organizations' reasons for offering these services. The results of the research should provide Foodstep the ability to exemplify the thoughts of facilities management executives in general to its clients.

Facilities services for employees are services which do not belong to the standard services offered by the organization, but are specially offered for the employees, the also called 'convenience services'. This are services which are offered for the well being of the employees and an own contribution of the employee is required. Examples are coffee, luxury sandwiches in the canteen or restaurant, a grand café, fitness facilities, etc. In appendix 1, more information is given about the services for employees. In chapter 3, the concept of facilities management in general is further explained.

For this project, the following research question is stated:

What is the 'perception' of the facilities management executive regarding services provided towards the employees and guests in the organization?

The deeper thoughts of the facilities management executive (the motives to choose for a certain service level or certain quality to support the employees) play a role in here.

1.3.1 Sub questions

1. What are the motives to offer a certain (level of) service towards the employees or guests?
2. To which extend do the perceptions of facilities management executives about extra facilities management services for employees differ from other facilities related services?
3. What are the differences in the 'perceptions' of the facilities management executives?
4. Do the roles of the facilities management executive (in house FM department or outsourced) play a role in the 'perception'?
5. How do the employees look towards the facilities management services offered to them?

³ *'Perception' of the facilities management executive*: The meaning / experience / expectation of the facilities management executive. What does he / she think and what is his / her association when talking about extra services for employees within facilities management? That 'perception' of the facilities management executives should be made clear through this research. 'Perception' is written between quotation marks because the context is larger then just the definition of perception in the dictionary (apperception, observation).

1.3.2 Phase in the intervention cycle

The intervention cycle consists of 5 stages: problem finding, diagnosis, design, intervention and evaluation. This research is in the diagnostic phase of the intervention cycle. The problem has been identified as such and acknowledged by all stakeholders (problem finding stage), in the diagnostic stage the background and the cause of the identified problem is examined (Verschuren & Doorewaard, 2005), which is in this research finding how facilities management executives think about facilities for employees. The next step, the design phase, contains the development of an intervention plan in order to reach a solution for the problem, which would be a logical continuation of this research.

1.4 DESIGN OF THE THESIS

In this first chapter, a general introduction about the research is given. The next chapter will focus on the methodology and explains how the research is build up. The third chapter contains the literature review and gives a summary of the most relevant literature. Chapter four gives the main results of the empirical research, while chapter 5 gives a more specific inside in the motives of the facilities management executive to offer the three most common offered services. In chapter 6, the results are validated and the final model is given. Finally, chapter 7 presents the conclusions and recommendations (for Foodstep) of this research as well as the discussion. Most chapters starts with a kind of case, in which a relevant research or nice example about employee services for employees is given, but there is not always direct link to the chapter in which the cases are included.

Case: more productive with a plant on your desk

According to John Klein Hesselink of TNO, plants do have a provable positive influence at the productivity of office employees.

Klein Hesselink researched leave plants. He already knew that plants have a positive influence on the health and wellbeing of employees. But now it seems that plants also have a positive influence on productivity. The positive effect is depending on the kind of job, at production jobs plants do deduce. The presence of the plants and their shape provide a kind of rest or silence, which cannot be used at production work where the work always continues. But at an office environment, plants do prevent employees from stress and they promote recovery when employees are exhausted. The result of the research does not mean that everyone should work at a desk in the forest: one plant is enough. More plants do not make a difference.

Source: Rombouts, R., 'Productief met plant op bureau' Dagblad van het Noorden, 31.05.2008

2 METHODOLOGY

This chapter is deals with the methodology utilized in this research. The aim of the chapter is to clarify and point out the systematic process that is followed in order to achieve the research objective. The methodology chapter is based on the predefined research proposal, which formed the basis of this research.

2.1 SAMPLING METHOD

The sampling method utilized in this research is a combination of *theory based sampling* and *survey*. The theory based sampling method is based on developing a rich understanding of the dimensions of a concept across a range of settings and conditions⁴. The survey research⁵ provides a broad view of the subject within a group (Verschuren and Doorewaard, 2004). Different research methods like interviewing and content analysis are used to collect the essential information.

2.2 RESEARCH STRATEGY

This research is an explorative research with a qualitative character. The research strategy consists of the following three aspects: a content analysis (literature study), a qualitative research (interviews) and a final analysis in which the previous aspects are combined and conclusions and recommendations are formulated. In the following sub-paragraphs, the separate aspects will be explained.

2.2.1 Content analysis

The content analysis is executed to find out what is already researched and written about the 'perception' of facilities management executives about additional services for employees. Therefore, (recent) literature is studied in the field of employee services (with an additional focus on catering), the added value of employee services, factors influencing the managerial decision making process and factors on which perceptions are based as well as more general literature about doing research and executing interviews. Based on the literature review, a first version of a model⁶ is made which shows how the perception of a facilities management executive is influenced.

2.2.2 Face-to-face interviews (qualitative research)

The second step in the data gathering face consists of executing interviews (open interviews and a validation session / panel discussion). According to Punch (2005), the interview is one of the main data collection tools in qualitative research. It is a very good way of accessing people's perception, meanings, definitions of situations and constructions of reality. It is also one of the most powerful ways to understand others, which fits perfectly with the main objective of this research to obtain an understanding of the 'perception' and decision making motives of facilities management executives.

The decision to execute qualitative research in stead of quantitative research is made on basis of information which was already available in the literature. Less information/data was available about

⁴ Source: <http://www.qualres.org/HomeTheo-3806.html>. Consulted on 11.02.2008.

⁵ The empirical part of the research is called survey, because the main goal is to obtain a broad view of the perception of the FME via a short questionnaire and an in dept interview. Nevertheless, the number of executives interviewed is limited, through which the empirical part of this research can also be called a combination of survey and case study.

⁶ A model is a representation of a process or system that show the most important variables in the system in such a way that analysis of the model leads to insights into the system. Source: <http://www.neiu.edu/~dbehrlic/hrd408/glossary.htm> (dictionary on the website of the North-eastern Illinois University, Chicago, USA). Consulted on 21.01.2008.

comparable researches within the field of facilities management. Therefore, the main focus was put on finding out which factors do really influence the 'perception' of the facilities management executive by executing in depth interviews in stead of sending a questionnaire to a large group of facilities management executives.

In the literature, a distinction is made between Structured interviews, Focused or semi-structured interviews and unstructured interviews (Punch, 2005). An example of a classification in interviews is given by Minichiello *et al.* (1990) as the continuum model for interviews:

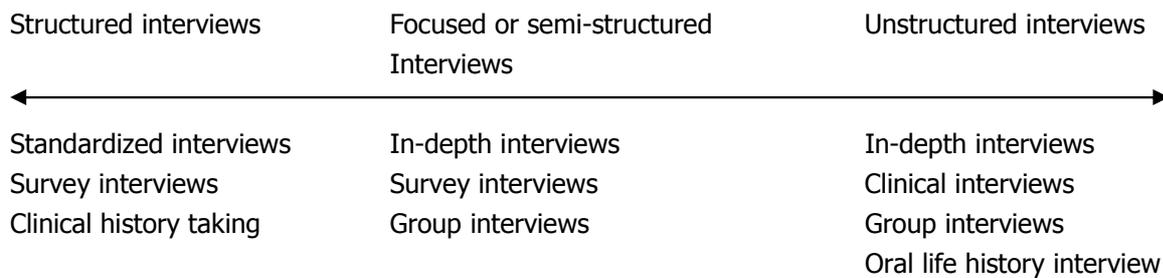


Figure 2.1: The continuum model for interviews (Minichiello *et al.*, 1990)

Purely looking towards the purpose of the interviews which will be executed during this research (finding out which aspects are important for facilities management executives in decision making), two kinds of interviews will provide the best results: a focus group interview⁷ or an in-depth interview. A focus group interview is interesting, while several facilities managers at the same time are interviewed, can learn from each other and discuss with each other about the way they make their decisions and about their motives to make a certain decision. At the other side, an in-depth interview is more personal. Here, the managers do not feel a possible pressure from other managers and can speak freely and they can be sure that the given information is treated confidential. Furthermore, it is more easily to make an appointment with one manager at a time and place which fits to him, then making an appointment with several managers, who all have to travel.

Regarding the number of interviews, 15 to 20 interviews should be sufficient. According to Strauss and Corbin (1998), at least 15 interviews are needed in qualitative research to ensure that all the categories are considered saturated. So after 15 interviews, it is quite sure that you do not get any new information. Therefore, 15 interviews were planned, but unfortunately, only 14 were executed. The interviews were meant to find the most important aspects regarding decision making of facilities management executives. To check the results of the interviews, a focus group interview was held at the end of the research to discuss and validate the results found and to check if all subjects were mentioned during the in-depth interviews.

The target group for this phase in the research were the facilities management executives of larger organizations in the Netherlands (approx. 500 employees or more). To ensure consistency in the interviews, an interview protocol was made (see appendix 2). After the interview protocol was approved by the project board, a test interview was executed, in cooperation with an experienced interviewer of Foodstep. Based on the results of the test interview, the interview protocol was adjusted and 14

⁷ Group interviewing is a general term, where the researcher works with several people simultaneously, rather than just one. The focus group was originally a particular type of group interview used in marketing and political research, but now the term 'focus group interview' and 'group interview' are used more interchangeably (Punch, 2005).

facilities management executives (1 less than expected) were selected from the database with over 300 facilities management executives with facilities management executives, which was available at the Management Studies Group of Wageningen University. The facilities management executives are selected on basis of the characteristics of the organization. A difference was made in the following characteristics:

- Small (500-1000 employees) and large (1000+ employees) organizations
- Profit and not for profit organizations
- Industry and services (blue collar versus white collar)
- Geographical location

Furthermore, the selection of the facilities management executives was determined by the willingness of the executives to participate.

Besides the 14 facilities management executives, also a representative of a company which offer integrated facilities management to several large organizations was interviewed as well as the director of the Restaurant of the Future⁸. The interviews were hold at a location which fitted to the facilities management executive. In this way, the interviews were less time consuming for the facilities management executive.

All the interviews are worked out carefully. They are recorded and all questions and full answers are written down, which provided the opportunity to scan the complete interviews on preselected important topics, as well as to find out which words and motives are actually used by the facilities management executives. Furthermore, quotes could be selected out of the text easily. (The full interviews are confidential, so they are not added in an appendix).

Thereafter, a panel discussion was organized for a group of 7 facilities management executives and representatives of organizations operating in the area of facilities management. The group interview was a validation session, in which the results of the interviews were discussed with the representatives of the field. A summary of this discussion can be found in appendix 3. Based on the results of the interviews, the literature based model has been validated and a global view of the facilities management executives' perspective (in relation to services for employees) was determined.

2.2.3 Final analysis

Based on the results of the interviews and the literature part, the model is adjusted into its final shape. Also the description of the view of the facilities management executives' perspective is adjusted. The final analysis gives also the possibility to mention or combine subjects which are not determined in advance, but seem to play an important role for the facilities management executives. The final analysis part of the research ends when the final report is finished.

⁸ The Restaurant of the Future is a field laboratory people can have their lunch and where information will be collected about for instance, what motivates them to choose certain meal components, about the influence of the interior of the restaurant or the variety in assortment on their choice behaviour. The restaurant of the future is a collaboration between Wageningen UR, Sodexo, Noldus IT and Kampri Group. Source: <http://www.restaurantvandetoekomst.wur.nl/UK/>. Consulted on 30.06.2008.

2.2.4 Schematic overview

Figure 2.2 gives a schematic view of the research strategy in which the connection between the different parts are visible and clear.

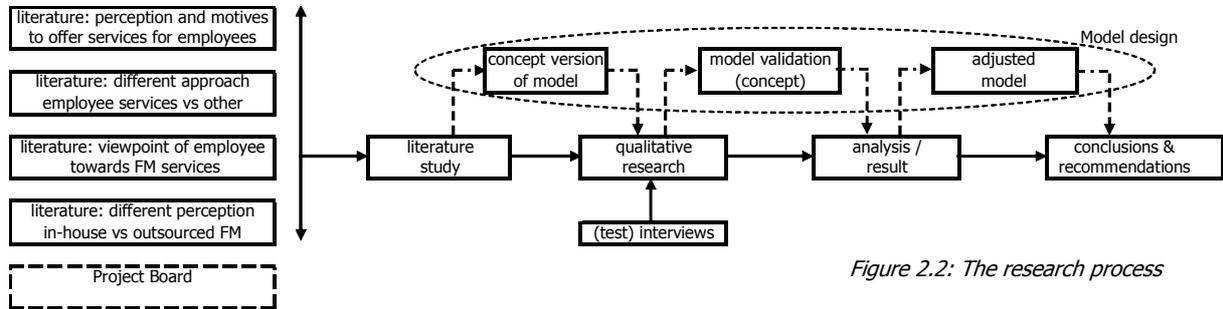


Figure 2.2: The research process

2.3 USE OF THE RESULTS

The project is executed because it gives a better inside view in the 'perception' of the facilities management executive related to facilities service for employees. The results of the research could be interesting for current suppliers of facilities services for further developing of their business. For Foodstep, the results are interesting because Foodstep can provide its customers (for example a catering organization) how facilities management executives think about certain subjects. For Wageningen University, the results give an inside view in the thoughts of the facilities management executive and give the ability to execute further research. Also the dataset and code list provide useful information for further research. Probably, the results will be presented at the facilities related symposium organized by CFM on 9 October 2008 in Eindhoven.

Case: Dutch lunch habits

The Dutchman spends less or no time at the lunch. And brings his own bread.

Research firm Marketresponse currently researched the lunch habits in the Netherlands. They concluded that seven out of ten employees take their own bread with them. A brown piece of bread with cheese is favourite. No wonder that foreigners think disparaging about the Dutch lunch habits. Dutch do not take time for lunch and they eat every day the same. According the researches this view is quite accurate: two out of ten Dutch have lunch at their work place and nine out of ten do eat every day the same. And, pretty remarkable, one third does have a bread box.

Jaap Seidell, professor in Food and Health of the Free University in Amsterdam, confirms the findings of the research. He does not know any country which spent less time for the lunch then the Netherlands.

Compared with south European and Scandinavian countries, not the lunch but the dinner is in the Netherlands the most important meal. According to Seidell, this is due to the working culture and child care. The mother was always at home to make sandwiches, so child care is never really introduced. The percentage of woman with a fulltime job is low, less then 10%. Compared to Sweden, where child care is perfectly arranged, because both parents work since the second world war. The school takes care of the hot meals, the parents do not cook anymore in the evenings.

Also the international catering company Compassgroup takes worldwide care of hot meals at schools, but not in the Netherlands. But the warm lunch is slowly coming, Compassgroup does serve hot meals at company restaurants, unless the portions are still smaller then a evening meal. Also Seidell recognizes this trend. More and more people take a warm lunch and take only a sandwich in the evening; especially in the higher social classes, were families get split up more. Both parents work and the children have several activities after school time. Families were the mother serves the meal at six are getting scarce.

Source: Hartgring, S., *Lekker m'n eigen bammetjes, Nederlander besteed weinig tot geen tijd aan de lunchmaaltijd*. NRC Next, 11.06.2008

3 LITERATURE REVIEW

In this chapter, the most important and relevant results of the literature study will be presented in six paragraphs. The first paragraph gives a global view of facilities management and a definition about this management area, while the second paragraph focuses extra services for employees and catering, the starting point of this research. The third paragraph contains information about the added value of extra services for employees for an organization. Paragraph four is about decision making about such services and paragraph five is about the 'perception' of the facilities management executive towards extra services for employees. Finally, in chapter six, a first version of a model with factors which influence the 'perception' of the facilities management executive as well as an overview of the different 'perceptions' or motives the facilities management executive uses in the decision making process about extra services for employees. The following funnel gives a clear overview of the steps that have been taken to create a relevant and workable model for capturing the 'perception' of the facilities management executive (FME) about extra services for employees.

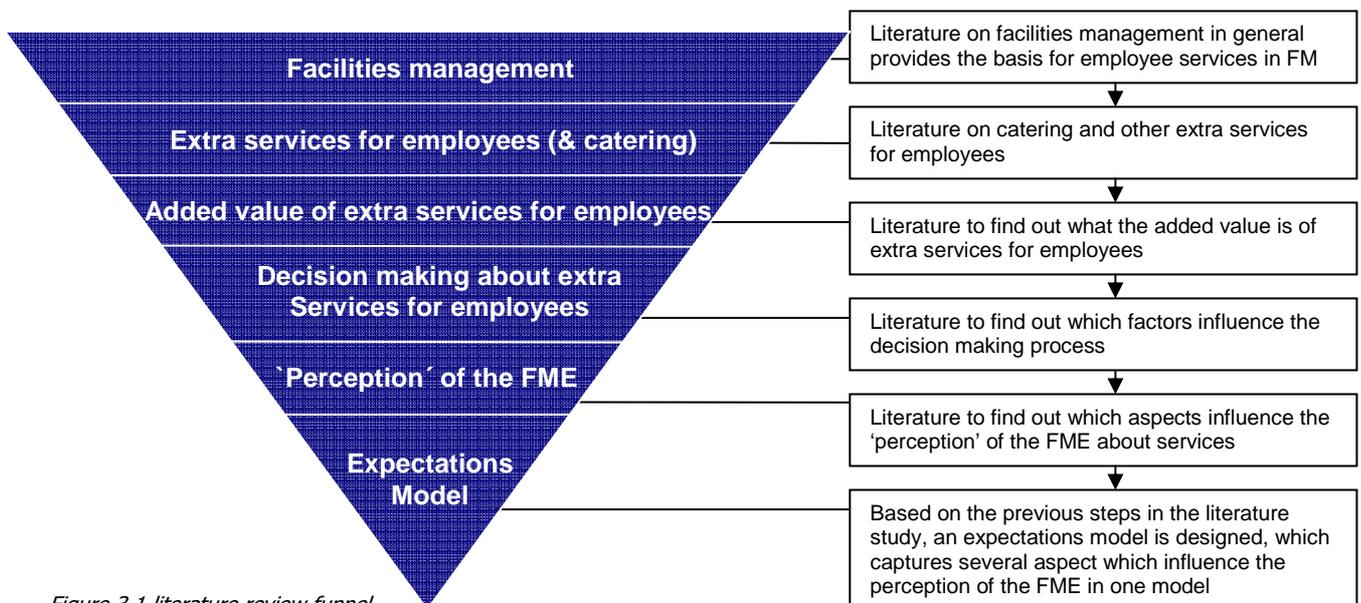


Figure 3.1 literature review funnel

The funnel narrows the concept of the 'perception' about extra services for employees in a step wise manner down to a modulating state, starting with the broad literature study on facilities management and services for employees, followed by the more specific steps relevant for this study. Whilst keeping these rough perspectives in mind appendix 1 provides a definition about services for employees, which gives a greater insight into this concept.

3.1 FACILITIES MANAGEMENT

The word 'facility' origins from the Latin word 'facilitatum', which means simplifying, ease and stimulate. So facilities management should stimulate all activities executed within an organization⁹. According to van Wagenberg *et al.* (2002), the origins of FM can be traced back to the era of scientific management and the subsequent explosion in office administration. The move towards better management of facilities is set to continue as buildings with their content and organizations continued to become more sophisticated. The focus of the employees should be on the primary process. All secondary (supporting) processes and activities (the so called facilities) must be managed separate from the primary process, according to van Wagenberg *et al.* (2002).

In the NEN 2748, facilities management is defined as: "*A general management function, responsible (within the central policy frameworks of the organization) for the facility as a result of planning and co-ordination of the success of support processes, aimed at promoting the success of the primary process of the organization in question.*" The norm classifies and defines a large number of facilities related terms in order to determine the relevant costs of the facilities. Facilities management is one of the functions in this norm.

According to Kincaid (1994), facilities management emerged with the integration of three main activities: Property management (real estate, property), Operations & maintenance and Office administration. What they have in common, is that they exist to support the main (core) activities of an organization.

Facilities Management consists of the integration of processes within an organisation to maintain and develop the agreed services which support and improve the effectiveness of its primary activities (definition of FM provided by the European Committee for Standardisation (CEN) and ratified by BSI British Standards). This definition shows that facility management has a wider definition than simply the management of buildings and services, in the UK and in other European countries.

Also according to Lemmens (2003), facilities management is more than just executing services as originally meant. It is about thinking about ways to optimize the functioning of an organization. Facilities Management has to prove that better facilities lead to better end products or better services delivered by the organization. According to Amaratunga and Baldry (2003), FM is seen "*To be able to contribute to performance of organizations in many ways, including strategy, culture, control of resources, service delivery, supply chain management and, perhaps most important, the management of change.*" They also mention quality, value and the management of risk as significant factors. According to van Krimpen (1997), facilities management is the realization and maintaining of tangible facilities and care regarding the primary process within organizations, internal and / or outsourced.

There are definitions of FM in abound, but there is not one commonly agreed description of what FM entails. FM is defined by the US Library of Congress as: "*The practice of co-coordinating the physical workplace with people and work of the organization integrates the principles of business administration, architecture and the behavioral and engineering sciences.*" This definition is according to Barrett (1994) very broad, whilst inadequate as a direct basis for constructing a working model for facility

⁹ Source: <http://www.leaufort.nl/pdf/Facility.pdf>, consulted on 30.01.2008.

management. Nevertheless, it confirms, in general terms, the realization that there are at least three principal aspects to the facility management function which may be true in every situation:

- (1) it is a supporting management function to the core business of an organization;
- (2) it concentrates on the area of interface between physical workplace and people; and
- (3) it requires a multi-skill approach.

The Centre for FM (1992) of the University of Strathclyde defines FM as: "*The process by which an organization delivers and sustains a quality working environment and delivers quality support services to meet the organization's objectives at best cost.*" Facilities management is taken here to be the co-ordinating management function that concentrates on the interface between the physical workplace (in the context of commercial property) or physical "use place" (in relation to non-commercial property) and people. The premise is that facility management has a role to play in supporting organizational effectiveness in a non-commercial context as well.

According to the International Facility Management Association (2007), facility management is a profession that encompasses multiple disciplines to ensure functionality of the built environment by integrating people, place, process and technology. Another broader definition provided by IFMA is: "*The practice or coordinating the physical workplace with the people and work of the organization; integrates the principles of business administration, architecture, and the behavioural and engineering sciences.*"

Besides the formally adoption of the CEN definition, The British Institute of facility management offers a slightly simpler description: "*Facilities management is the integration of multi-disciplinary activities within the built environment and the management of their impact upon people and the workplace.*" In Australia, the term 'Commercial Services' has replaced facility management in some organisations. Commercial services can also define services other than just looking after facilities, such as security, parking, waste disposal, facility services and strategic planning.

3.1.1 Conclusion

On basis of the above mentioned definitions, it can be concluded that facilities management consist of all activities supporting the primary process, so activities which do not belong to the core business. Activities like housing and the ICT infrastructure belong facilities management, but also services like the reception, security and the restaurant.

As most suitable definition of facilities management for the purpose of this research, the CEN (the European Committee for standardisation) definition is selected. It is the most international standard definition and can be seen as the basic thought of facilities management, in which the services for employees can be placed: "*Facilities Management consists of the integration of processes within an organisation to maintain and develop the agreed services which support and improve the effectiveness of its primary activities.*"

3.2 EXTRA SERVICES FOR EMPLOYEES

After giving a broad definition of the concept of facilities management in the previous paragraph, this paragraph focuses on the area of facilities management relevant for this research: the extra services for employees, also called convenience services, employee benefits or employee support services. These are services which are offered for the well being of the employees and an own contribution of the employee is generally required. The most standard and well known extra service for employees is catering, but also numerous other services are offered by all kinds of organizations. In this paragraph, the position of the concept of extra service for employees in facilities management is demystified as well as the concept of catering, while the National catering research 2007 of Foodstep was the main reason for executing this research.

3.2.1 The position of extra services for employees with facilities management

One of the main loose thoughts of Foodstep is, that there are more services which can be compared with catering in the way they are offered (as a convenience service). When entering 'convenience services' in a search engine, a long list of companies occurs with all kinds of services which can be ordered online by employees: a first sign that at least some companies do offer all kinds of services in a kind of package form, from which the employee can choose the services he likes or needs.

Chotipanich (2004) made a distinction of facilities support services in nine clusters, like Real estate & property management, Facility project management and Maintenance & repairs (see appendix 4). These clusters give a clear overview of activities related to facility management subdivided in clusters. For this research, mainly the last cluster stated by Chotipanich is important, which shows the employee supports and services. This cluster consists of the following aspects: Child nursery provision, Restroom, Workplaces nurseries, Recreations, Catering, Residential accommodation, Community affairs and Employee special services. This clusters shows that their could be thought of a package of additional services to support the employees, which not only consists of catering, but also of other specific services for employees.

As a remark, Chotipanich (2004) states that facilities management has been adopted differently in different organizations, and in different context. There is no standard way of organizing the facilities management organizations, which makes it (almost) impossible to design a model which fits to all kinds of organizations. But the distinction of Chotipanich does confirm that employee supports and services form a basic part of facilities management and can be more or less combined into a cluster employee supports and services.

The philosophy of a cluster of employee supports and services fit in the current trend of hospitality in facilities management. Like Mr. Nabuurs, director of FMP (a consultancy, training and interim management firm) stated in Facto Magazine¹⁰: facilities management executives should not think anymore in processes, but in the demand of the customer, in most cases the employee. According to Nabuurs, a kind of distinction should be made in the standard processes, like maintenance and cleaning, and customer specific services, which are offered on basis of customer demand and adjusted towards the needs and wishes of the customers, as is done by caterers in the company restaurant.

¹⁰ Interview given by H. Nabuurs. Source: Dessing, G. (2008) *Wat ging er mis in de huidige facilitaire dienstverlening: 'Gasten moeten smiler'* Facto Magazine, Number 6, p.12-15.

Both authors mention a movement in facilities management towards a more customer driven organization, but they also mention that most facilities management executives do not think yet in the above described patterns. This implies for this research, that the thinking process of clusters of extra services for employees does exist within the facilities management field, but it is still a developing process.

3.2.2 Catering

Since the National catering research 2007 (Foodstep, 2008) forms the basis of this research, the aspect catering is the first aspect thought about when talking about extra services for employees. Therefore, it is worthwhile to investigate the aspect catering further and find out which motives are used by facilities management executives to offer catering services to the employees.

First of all, a clear definition of catering is needed in the way this term is used in this research. Berg *et al.* (2003)¹¹ describe catering in the following way: "*Catering is the organised preparation and supplying of food and drinks to large amounts of people on other locations than horeca locations (Hotel, Restaurant, Café/pub)*". In this research, with the term 'other locations,' the restaurant/canteen facilities within organizations are meant. More information about the aspect catering and the distinctions within the aspect can be found in appendix 5.

The most basic reason of having catering or a company restaurant is because the Dutch law obliges organizations to offer a lunching facility for employees¹². But most restaurants are more than just a place to eat. Therefore, there should be more and other motives for organizations to offer their employees a restaurant facility.

In the literature, several reasons for having a company restaurant are mentioned during the last years. According to Simons and Schmeinck (2007), the most important reasons for having a company restaurant are: a social motive (the wellbeing of the employees, creating a social facility / place to meet each other) and having a flat food facility (giving the employees the ability to have a lunch). Motives like having a room for meetings, a financial motive or a qualitative motive play a secondary role according to Simons and Schmeinck.

Benedict *et al.* (2003) also state that the company restaurant is not only a place to eat, but also a place to relax and have social contacts. Important aspects are variation in products and the ease of not having to prepare your own food. Price does play a role depending on income and the decision to take your own food with you. A coffee bar is seen as cosy and improves the atmosphere. They conclude that especially at production locations, the exterior and furnishing are boring, the facilities minimal and the opening hours very limited. Mostly, the companies identity is not recognized in the company restaurant.

According to Rigby (2007), the lunch is "a valuable time to meet people who are not in your immediate team. It allows the whole company to mingle and relax its particularly good when it comes to helping

¹¹ Source: Book: Berg, H.A.A. van den, Berkhout, S.J. and Cornelis J.H.F.M. (2003) *Cateringmanagement, professioneel bekeken*. Utrecht: Lemma.

¹² An employer is obliged to offer a room to take a break or have lunch, independent on the number of employees which use this facility. Article 3.20 of the 'arbeidsomstandighedenwet' states that every organization should have an easy accessible space where the employee can spend the break close to organization. The space must be large enough and equipped with a sufficient number of tables and chairs, depending on the number of employees.
Source: <http://www.arboonline.nl/?subject=vraagbaak&id=34>, consulted on 04.06.2008.

new people to integrate. It can also be a valuable perk and finally, providing at least one decent meal a day can result in better nourished – and better performing – employees”.

According to the National catering research 2007 (Foodstep, 2008), 66% of the questioned employees (users of the catering facility) answered that a restaurant increases the attractiveness of the organization for the employees; 62% sees the restaurant as a secondary working condition and 59% states that the restaurant is a tool for the organization to distinguish itself from other organizations. 40% Supports the statement that the employer undervalues the importance of a food and drinks related facility in the organization.

Foodstep (2008) also asked the questioned employees to judge the importance of the current function of the restaurant on a scale from 1 (very low) to 10 (very high). The employees gave the social function of the restaurant the highest value (6.9) and hospitality of the organization (also 6.9), followed by relaxing/rest (6.7) and to stimulate performance/productivity (5.9). These results show that the added value according to the employees mainly lies in the social aspects, not in economical aspects. More relevant results of the national catering research 2007 of Foodstep accompanied by graphs can be found in appendix 6.

When looking to the added value of catering, there should also be looked to the motives and added value of not offering catering to get a better understanding of the motives to offer catering. In this perspective, there can be made a distinction between organizational aspects, like the size of the organization and the location of the organization (Foodstep, 2008) and the more economical aspects, like not offering catering because this can be seen as an attained right once it is offered. More about these kinds of motives can be found in paragraph 3.4 and 3.5.

3.2.3 Conclusion

It can be concluded that certain thoughts about a cluster of extra services for employees do exist in the field of facilities management. Not many is written about these services in scientific literature. Nevertheless, in the professional literature like magazines, there are articles about these thoughts, from which can be concluded that the field does pay attention to such services (in a cluster). The position of this cluster is not well defined yet, but if convenience services are offered in a cluster, it can be expected that a distinction between the coordination of standard services and convenience service will occur.

Regarding catering is the social motive an important reason for having a company restaurant. The restaurant should be a place where employees can meet each other and chat with each other. Other motives, like price or giving the employees the ability to have a good lunch play also a role in the organizations' considerations, but to a fewer extend. The restaurant is an extension piece of the organization. The added value lies in an approach in which the catering organization participates on the demands of the employees in a way which match with the culture of the organization. The added value of catering for the employee is that they have the possibility to have a diverge meal and the ease of not having to prepare a meal themselves.

3.3 ADDED VALUE OF EXTRA SERVICES FOR EMPLOYEES

In this paragraph, the added value of extra services for employees will be discussed on basis of general literature of added value combined with literature about added value of facilities management. Based on these sources, it is tried to determine the added value of extra services for employees.

3.3.1 Added value of facilities management

According to Tranfield and Akhlaghi (1995), the added value in facilities management should be linked to business indicators. They see a link between added value and reducing operating costs by a perfect match in partnership on aspects like commitment to people, customer focus, value for money, risk sharing, enabling change, improving quality and mutual gain. Figure 3.2 shows this relationship graphically.



Figure 3.2: Mutual gains and guarantees (Tranfield and Akhlaghi)

Normann and Ramirez (1994) stated that the term added value should be replaced with 'the co-production of value, whereby customers and suppliers jointly create value through complementing each other's activities'. This approach is similar to the model that Tranfield and Akhlaghi proposed, whereby a 'perfect match in partnership' is created which results in high added value and reduced costs for the overall organization.

The next step according to Tranfield and Akhlaghi is the identification of the service profit chain. This is a closed loop connecting the aspects employee satisfaction, service added value, customer satisfaction and profit & growth. The relationship between these aspects determines the basic condition needed to add value to a facilities product or service. So according to the figure, employee satisfaction is one of the main aspects of the service profit chain. The chain is graphically shown in figure 3.3.



Figure 3.3: The service profit chain (Tranfield and Akhlaghi)

Tranfield and Akhlaghi (1995) conclude their paper by mentioning 3 key indicators which link added value and reduce costs: Process, people and place, as shown in figure 3.4. From this figure can be concluded that people play a major role in the functioning of the organization.

In the paper "A strategy for facility management," Alexander (1994) defines the role of facilities management by the relationship of facilities to the core business of an organization in which success is measured by the degree and quality of support they provide to achieving key business objectives. Furthermore, Alexander does not talk about added value through facility management, but he does talk about key facilities issues for the future in all sectors:

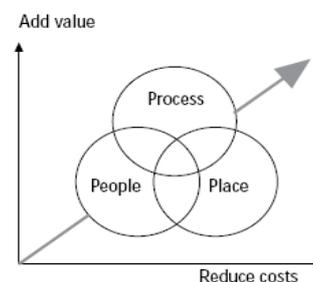


Figure 3.4: Linking to key indicators (Tranfield and Akhlaghi)

- Increasing adaptability to changing business needs;
- Providing a healthy workplace for creative people;
- Assimilating the potential of new technologies;
- Ensuring full use of diminishing resources while minimizing environmental impact.

So the well being of the employees is also according to Alexander important to add value to an organization.

3.3.2 The effect of special services for employees

After defining the added value of facilities management and satisfying the employees, the next step is looking towards the effect of special services for employees, also called employee benefits. Employee benefits refer according to Tsai and Wang (2005) to indirect financial compensation, such as security benefits, health benefits and employee services, including all financial rewards that are not included in direct financial compensation. Benefit programs consist of different employee benefit types, such as health-care benefits, security benefits, employee services and premium pay (Mondy *et al.*, 2002). Benefits can help a firm achieve competitive advantage through better quality of labour and a lot of studies suggest that employee benefits are a useful tool in attracting and retaining employees with critical skills.

Many researches covered issues related to effects of employee benefits at individual levels and the impact of employee benefits on turnover or satisfaction. Only a few articles or case studies examined the impact of employee benefits on firm productivity. Therefore, little statistical evidence is available regarding the contribution of employee benefits to productivity according to Mondy *et al.* (2002), in particular, at firm level. As a result, a lot of decisions made about offering services for employees cannot be based on (statistical) evidence which proves an increased employee satisfaction or productivity. The decision must be based on other aspects, like the policy of the company / management towards employees, opinions of employees or feelings.

When looking towards motives used to justify the offering of employee benefits, McCaffrey (1990) argued that benefits can be seen as means to meet organizational objectives, such as increasing morale and retaining and attracting good employees. Another issue introduced by Tsai and Wang (2005), is the high amount of tax which skilled employees (especially in the high-tech industry) have to pay. They face higher marginal tax rates and prefer more benefits, which are non-taxable.

Hennessy *et al.* (1992) argued that if employees are completely unaware of benefits, they bring no motivation, which implies that benefit awareness intervention has a significant impact on perceived organizational productivity. This could be related towards the firm size, because employee benefits have a moderating effect on firm productivity, irrespective of industry or firm size. The effect size is greater in small to medium-sized enterprises (SMEs) than in large firms (Tsai and Wang, 2005). The use of benefits to achieve competitive advantage for SMEs seems to be more important than for large firms.

When looking to other explanatory factors of productivity differences among firms, outsourcing is expected to be such a factor. In addition, organizations that offer higher direct financial compensation have a higher chance of attracting high-quality, productive employees and so achieve lower per-unit labour costs in the same labour market according to Mondy *et al.*, (2002).

Based on a research of Barber (2001) towards the environmental factors most influencing the productivity of office employees can be stated that the employee is influenced by: especially advanced technology, sufficient personal storage space, personal control of the inside climate, quiet office spaces and the possibility to personalize the work place. All these aspect were highly valued. Also ergonomic chairs, a visual attractive working environment, the possibility to adjust the lightning, privacy and daylight/view got a high score. Based on the results of the research of Barber (2001), Batenburg and van der Voordt (2007) concluded that employee satisfaction according to facilities, do provide added value for the organization.

3.3.3 Conclusion

Added value in the facility management context remains a difficult subject to tackle. Several different perspectives on added value in facilities management where mentioned which showed a certain degree of overlap, but the literature review has not given a conclusive definition. However, it is clear that added value in facilities management coincides with reduction of costs, effective and efficient operations, close cooperation with- and understanding of- the customer organization and mutual adjustment. An underlining value that was mentioned in a large part of the definitions is the approach to added value in which FM is perceived as a value adding function.

In summary, despite the growing cost of employee benefits, little is really known about effects of benefit level on firm performance, while the effect of environmental factors is proved. Nevertheless, extra services for employees do offer the employees as well as the employer added value, since these kinds of services increase the moral of employees and make it easier for the employer to attract new employees. Communication about the availability of these kinds of services is crucial since benefit awareness intervention has a significant impact on perceived organizational productivity.

3.4 DECISION MAKING ABOUT EMPLOYEE SUPPORT & SERVICES

To investigate the factors influencing the 'perception' of the facilities management executive, it is important to know how (facilities) management executives make decisions. This paragraph of the literature review gives a global overview of the decision making process, with a focus on facilities management. The first sub-paragraph explains how managers judge (with which arguments do they justify the decision they make), while the second sub-paragraph gives an inside in the thinking process of a manager. The first sub-paragraph gives a brief conclusion.

3.4.1 How do managers judge

The traditional way to measure and benchmark in facilities management is to record unit costs in many areas of facilities management, for example €/sq.m of rents, rates or cleaning. Later on, this approach changed towards units of measurement that give an indication of costs per employee of certain facilities services. This approach has been regarded necessary in the quest to develop better indicators of performance that would bridge the gap between building related measurements and employee-costs measures, the latter being an important item on the balance sheet of most organizations. Examples are the expenditure per employee or the expenditure per square metre per employee of many facilities services, utilities and space.

It is customary in facilities management to consider every service or item to expenditure in isolation and thereafter, depending on the nature of the item, to measure a combination of three principal parameters of volume of service, quality of service and cost of service using appropriate units each time. Such systems of measurement have value in producing management information and can help in the interface with customers, particularly if they are combined with other mechanisms such as regular customer opinion surveys (Tranfield and Akhlaghi, 1995).

According to Tranfield and Akhlaghi (1995), facilities management measurements include:

1. Volumetric
 - number of meals served in a relevant given period;
 - number of calls handled by the switchboard in a month;
 - number of jobs undertaken by the maintenance department in a year.
2. Monetary
 - cost of energy per square metre of the facility (€/sq.m);
 - cost per employee of catering facilities (€/person);
 - cost per employee per square metre of space, cleaning, etc.
3. Qualitative
 - time taken by switchboard to answer individual calls;
 - time taken by maintenance department to turnaround jobs;
 - up-time, mean time between failures (MTBF) of plant.

Based on Saaty (1990), is a standard scale not unique, but important to interpret the meaning of numbers used in a scale: "*Thus, in general, the numbers obtained from such a scale are merely stimuli for the memory (what it felt like the last time the temperature was -15 °C) and have no intrinsic significance. However, most carefully designed standard scales are helpful in that they preserve certain numerical relations in the measurements (the mapping) of the objects, giving us a better way to interpret the stimuli they are measuring than arbitrary scales. For example, to buy a new Mercedes, ten*

Dollar and one hundred Dollar are nearly equally inadequate or useless as down payments. On the other hand, for buying groceries, a hundred Dollar is much more useful, practically ten times more useful, than ten Dollar". According to Saaty (1990), a scale of measurement consists of three elements: A set of objects, a set of numbers, and a mapping of the objects to the numbers.

In an article of Smith (2001) about the managing of rapid personnel changes in call centres, Capelli (2000) is cited: *"If managing employee retention in the past was akin to tending a dam that keeps a reservoir in place, today it is more like managing a river. The object is not to prevent water from flowing out but to control its direction and its speed"*. Since in the previous paragraph was stated that employee services can bind employees, managers can decide to offer extra services for employees to lower the retention rate.

In the same article is concluded that *"the use of employee involvement practices designed to foster an open, supportive and participative employee relations climate will be linked positively with improvements in perceived service quality"* (Redman and Mathews (1998), cited in Smith (2001)).

3.4.2 How do managers think

The following statement by Simon (1987) are a bit vague, but give an inside view in the managers perception: *"By 'logical processes' I mean conscious thinking which could be expressed in words by other symbols, that is, reasoning. By 'non-Logical processes' I mean those not capable of being expressed in words or as reasoning, which are only made known by a judgment, decision or action"*.

To clarify the statement, Simon (1987) made a clear comparison with playing chess: *"When we asked the grand master how he or she is able to find good moves when playing more games at the same time, we get the same answer that we get from other professionals who are questioned about rapid decisions: It is done by 'intuition'. Even under tournament conditions, good moves usually come to a player's mind after only a few seconds' consideration of the board. The remainder of the analysis time is generally spent verifying that a move appearing plausible does not have a hidden weakness."* From this point of view, it can be concluded that decision making is largely depending on intuition, a kind of feeling which cannot be easily captured in frame or a model which states all the factors influencing the intuition.

Bowman (1963) executed research towards the consistency and optimality in managerial decision making. His main conclusions is that managers and/or their organizations can, in their decision making behaviour, be conceived of as decision rule coefficient estimators. Furthermore, he concluded that managers, in their position through a process of natural screening, make decisions, i.e., implicitly operate decision rules, with a sense and intuition which relates the variables to the criteria imperfectly.

According to van Raaij and Antonides (1991), a job can give an employee more than just some money, it gives also satisfaction, it gives an employee an identity. This identity can rise, depending on the function, above the identity of the employee as a person. You are really someone when you have a job. A manager can make use of this fact, but is also influenced by this fact himself.

In experimental research by Kagel *et al.* (1977; cited by van Raaij and Antonides, 1991), it was found that a higher non-monetary income may reduce the labor supply of people who already perform many non-paid services and increase the labor supply of people who perform few services.

Based on an interview with prof. Antonides¹³, there are several motives to offer facilities related services for employees:

- Purely economic motives:
 - Lower absence through illness.
 - Higher productivity.
- Binding of employees (especially in sectors in which there is a shortage of employees)
- Behavioral Economics / psychological factors:
 - Norms (you have to offer it).
 - Values (which are according to the manager important to conduct the business).
 - For example environmental friendliness (within the FM domain especially in build facilities).
 - Exchange theory: employees offer their work to the organization. The organization compensates this (employer benefits versus employee benefits).

Also a pleasant workplace plays is an important factor. A workplace can be very small or sober, but also very wide, luxury furnished and with a nice view. Other aspects like free coffee play a role too.

Most of the motives mentioned above (like higher productivity and binding of employees) are already mentioned in the previous paragraphs.

It is assumed that the offering a new service for employees can be seen as a profit for the employee (gets something) and a loss for the employer (has to take pains). But when a facilities service is discarded, it is a loss for the employee and a profit for the employer. But discarding a service is more expensive than implementing a service. Once a service is implemented, this service is seen as an attained right. If the service is disregarded, the employees expect that their "loss" will be compensated.

If something is judged as positive or negative by the user of the facilities, is also depending on the situation. If business goes well, the employees expect more from an organization then when the business is stagnating. In the last case, the employees have more understanding for the moderating (or not expanding) of the services offered (Kahneman *et al.*, 1986).

3.4.3 Conclusion

The decision making process in facilities management is largely determined by benchmarks and volumetric, monetary and qualitative indicators. But decision making is not only purely based on these figures, but on the way in which these figures are interpret and the feeling or intuition a management executive has regarding a certain service. Very specific knowledge about decision making about extra services of employees is limited. Nevertheless, the above mentioned aspects are an important input for the interviews during the empirical stage of this research.

¹³ Interview with prof. Dr. G. Antonides of the chair group Economics of Consumers and Households, Wageningen University. Executed on 29.02.2008.

3.5 'PERCEPTION' OF THE FACILITIES MANAGEMENT EXECUTIVE

'Perception' is the meaning, experience and/or expectation of the facilities management executive. It is the opinion or association about a certain service, fact, person or anything else in society (see paragraph 1.3). The 'perception' is more or less the personal opinion of the facilities management executive. In this chapter is tried to give an overview of how a perception is 'made' and how it can be influenced or changed.

According to Varcoe (1993), the three key performance criteria for FM are costs, quality and delivery. Therefore, it is quite logic that the 'perception' of a facilities management executive, when talking about extra services for employees, is influenced by these three criteria. But the perception is not only based on performance criteria, it is also based on other aspects like personal experiences. In a study of Parasuraman *et al.* (1985), executives were interviewed about a broad range of service quality issues (e.g., what they perceived to be service quality from the consumer's perspective, what steps they took to control or improve service quality, and what problems they faced in delivering high quality services). Questions asked by a moderator covered topics such as instances of and reasons for satisfaction and dissatisfaction with the service, descriptions of an ideal service, the meaning of service quality, factors important in evaluating service quality, performance expectations concerning the service and the role of price of the service compared to the quality.

Parasuraman (1985) gives an example of someone who rated the quality of a service excellent because it exceeded his expectations, but also an example of someone who rated the service of an organization as poor, because a person did not get what he expected, which in turn resulted in a perception of poor service quality. It appears according to Parasuraman (1985) that judgments of high and low service quality depend on how consumers perceive the actual service performance in the context of what they expected. So the judgement or perception of a person towards a certain organization can largely depend on one single positive or negative experience with that organization. This also counts for managers or facilities management executives, their opinion can be biased and/or based on positive or negative (personal) experiences in the past with a kind of service, a certain supplier or (group of) customers.

Parasuraman (1985) tried to capture the factors influencing the 'perception' about experienced quality by the consumer in a model (see figure 3.5 on the next page). In this model, it is assumed that the position of a consumer's 'perception' of service quality depends on the nature of the discrepancy between the expected service (ES) and perceived service (PS): *"When $ES > PS$, perceived quality is less than satisfactory and will tend toward totally unacceptable quality, with increased discrepancy between ES and PS. When $ES = PS$, perceived quality is satisfactory. When $ES < PS$, perceived quality is more than satisfactory and will tend towards ideal quality, with increased discrepancy between ES and PS."*

Unless this model focuses on the quality experience of a consumer, it is also a very useful tool to understand that a 'perception' is based on a certain expectation compared to experiences in reality.

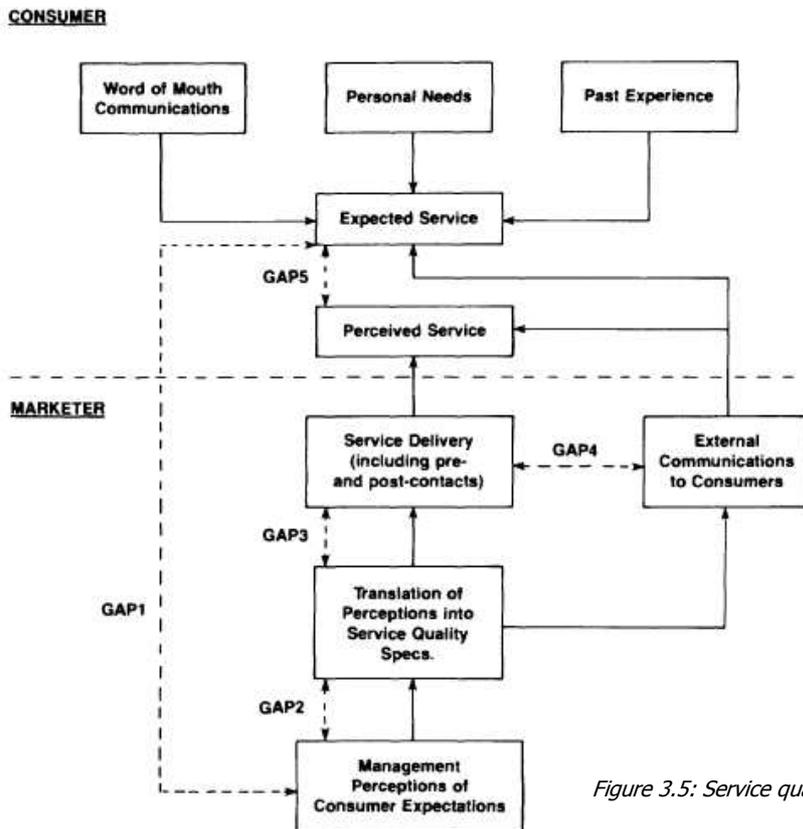


Figure 3.5: Service quality model (Parasuraman et al., 1985)

'Perception' can also be seen as the way in which the facilities management executive looks towards his ability to influence the well being of the employee. According Tranfield and Akhlaghi (1995), customers (in case of the facilities management executive employees) demand not to be treated as targets, but as individuals; the manner in which a person is treated is as important as the good bought. "Hospital care", for example, can be as important as "hospital cure" (Tranfield and Akhlaghi, 1995). This approach can also be valid for the employees of a company. The job itself is important and the main reason to be at the office or plant, but the whole atmosphere (building, colleagues, facilities) determines to a large extent if a persons likes the job or not. The facilities manager can not influence all of the above motioned factors, but some factors, he can.

3.5.1 Conclusion

This paragraph showed that a 'perception' is the opinion or association about a certain service. Many factors can influence the 'perception'. First of all the expectation of the service, if the quality of the services does not meet the expected quality, the 'perception' is likely negative. But also more society-based aspects influence the 'perception', like the way in which a facilities management executive wants to treat the employees and the atmosphere he or the organization in general wants to create.

3.6 EXPECTATIONS AND MODEL

The expected model of the 'perception' of the facilities management executive influencing factors is designed on the basis of the literature study performed in the previous paragraphs. The model is presented below and its accuracy will be tested during the empirical part of this research. A detailed explanation of the model is included in this paragraph.

Based on the literature study, a first version of an expectations model is designed. This model shows the factors influencing the 'perception' of the facilities management executive and has to be tested and adjusted during the research. Figure 3.6 shows a graphical representation of the research framework, focusing on aspects which influence the 'perception' of the facilities management executive. The dotted lines represent the company related aspects, the straight lines represent literature based on general aspects. The circle shows that all aspects influence the 'perception' of the facilities management executive towards services for employees and shows that the 'perception' itself must be seen in a broad context.

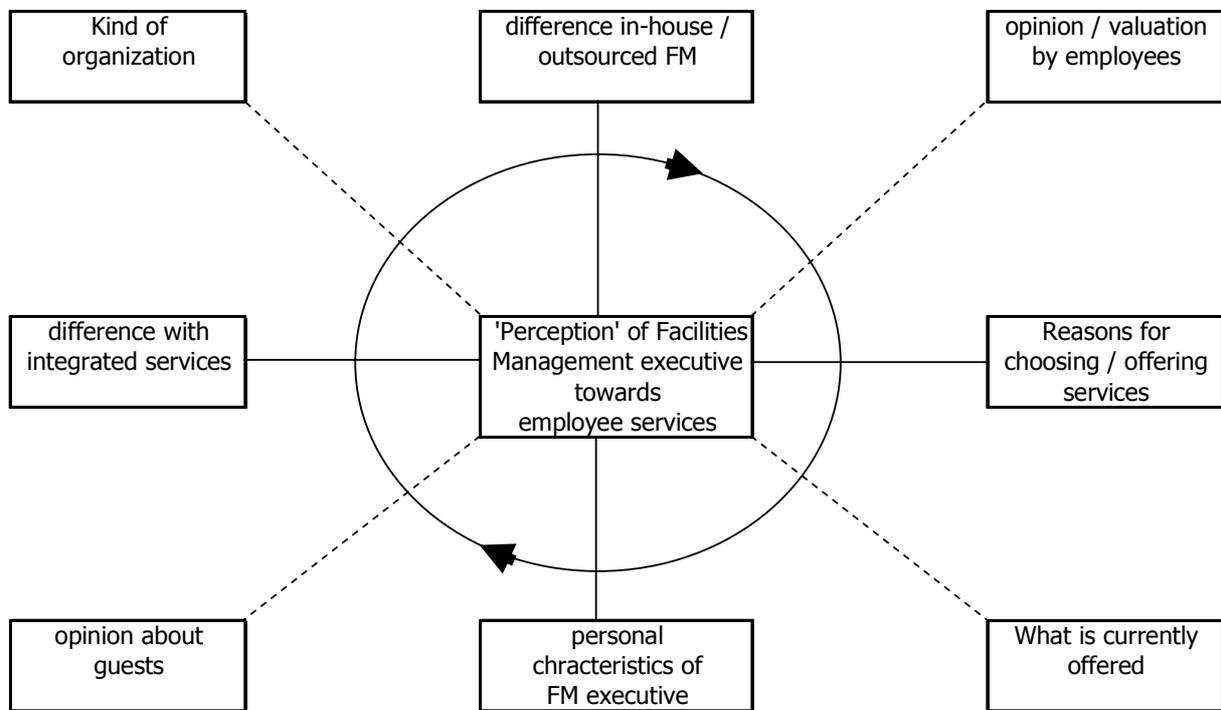


Figure 3.6: The expected model of 'perception' influencing factors

The 'perception' of the facilities management executive towards employee services can be found in the middle. The model tries to visualize the aspects which influence the 'perception' of the facilities management executive. How do they look towards facilities, for example do they see the services for employees as part of their core business or just as an obligation and which variables justify that opinion. But the 'perception' is also about the future: if there can be more deepening expected around the core (the most often outsourced activities, which are catering and coffee supply) and if catering is seen as a cluster in which expansion can be expected (dry cleaning, shops, etc.). Furthermore, the 'perception' is related to the decision making process. But how are decisions made? Several decision are not rationally made based on figures or documents, but are based on intuition, common sense or a certain feeling.

3.6.1 Literature based / general aspects

Difference in-house / outsourced facilities management. If there is a difference between facilities management executives which have outsourced all facility services to a main contractor (so only policy making and control is left) and facilities management executives which have outsourced (some of) the facility services to several parties.

Reasons for choosing / offering services. Reasons like higher productivity, a lower percentage of absence through illness, higher employee satisfaction, following market trends and/or a better competitive advantage influence the decision making process and the perception of the facilities management executive towards services for employees. An important aspect in this case is integration, to which extend the executives already look towards the above mentioned aspects and if they already looked towards relationships between different services.

Difference with integrated services. What the differences are between facilities services in general and services which are specially offered for employees. Such differences could be the level of outsourcing, the contribution of the employer and the employee and the coordination / responsibility of the services.

Personal characteristics of the facilities management executive. The 'perception' towards employee services and the decision making process of a facilities management executive, depends also on the personal opinion and experience of the facilities management executive. Aspects like age, gender, a facilities management specialization in education, facilities management experience or coming from another field play a role in the 'perception' of the executive and his decision making process. Also function specific characteristics play a role in here, like the number of working hours and the number of years in service.

3.6.2 Company related aspects

Kind of organization. The services offered depend on the kind or organization. Important factors are for example average age of employees, kind of jobs (blue / white collar), number of employees and location. But also facility management focus of the company is important: a costs focus or an employee benefits focus result in another way of offering services for employees. Furthermore, quality can also be an important factor.

Opinion about guests. What is the opinion of the facilities management executive about guests. Are special services offered for guests and are there also special services for 'internal' guests, like employees coming from another location for a certain period or an apprentice.

What is currently offered. Which services are already offered for the employees in a certain organization. It is suggested that when basic services are offered, the focus lies on costs. If more services are offered, the focus lies also on benefits, perhaps in different categories. An important aspect is also the future: how will the services portfolio look like in the future?

Opinion / validation by employees. The demand of the employees decides to a large extend which services are offered. If there is no concrete demand or support from the employees to offer a certain service or if the employees are not willing to pay for the service, there is no common ground which justifies the facilities management executive to offer the service.

Case: A salt water bath for employees

A director of an company with 70 employee bought a salt water bath of 30,000 euro's as a farewell gift after handing over the lead of the company. It was a memorable moment and he wanted to offer a personal gift.

He experienced the advantages of a message bed on a holiday in Germany and bought such a kind of bed for himself. But at the dealer, he also saw a Floataway. This is a small tank filled with very salt water, so you keep on floating. After bobbing for twenty minutes, it feels like you have slept for four hours. Currently, a special room for the tank is made in the basement, there is no other place possible due to the weight of the tank filled with water. And he has to realize a shower, so a special room is designed.

Also a kind of policy will be made about the use of the bath, people can go there with their family during weekends. Seventy employees is quite a lot, but it is an enterprising company, and rewarded as best employer in 2008. The director does not feel the need to own the bath by himself: "I do not have to own everything. I prefer to collect experiences. The best purchase I made was a journey to Australia with my family. Experiences are in your heart, so it's not possible to watch them every time".

Source: Benthem, W. van, *Een zoutwaterbad voor het personeel*, NRC Handelsblad

4 RESULTS

In this chapter, the main results of the research are stated. This chapter focuses on the results of the interviews, while the final link between the literature review and the empirical research will be made in chapter 6. The first paragraph of this chapter gives an overview of the services which are offered by the interviewed facilities management executives based on a short questionnaire which was sent to the interviewees in advance. The second paragraph gives the main results of the interviews (aspects which influence the 'perception' of the facilities management executive in general), while the third paragraph tries to make a link between the expectations at the beginning of the research and the final results found on the basis of the interviews.

4.1 OVERVIEW SERVICES OFFERED

Before the interviews with facilities management executives, a short questionnaire was sent to each executive. In this questionnaire, the executive was asked to give some background information about himself, the sector in which the organization is operating and the services offered for employees. In total, 14 facilities management executives were interviewed, 8 executives of organization in the profit sector (4 organization with mainly blue collar work and 4 organizations with mainly white collar work) as well as 6 executives of organization in the not for profit sector (all with mainly white collar work). The most common mentioned extra services for employees are stated below, with the frequency and the percentages of organization within their group which have this service. Per activity, a distinction is made between small (500-1000 employees) and large (>1000 employees) organizations.

		profit (blue collar)			profit (white collar)			not for profit (services)			Total		
		#	%	avg %	#	%	avg %	#	%	avg %	#	%	avg %
Organizations interviewed	Small	0	0%	29%	1	7%	29%	2	14%	43%	3	21%	100%
	Large	4	29%		3	21%		4	29%		4	29%	
Activity													
Catering	Small			100%	1	100%	100%	2	100%	100%	3	100%	100%
	Large	4	100%		3	100%		4	100%		11	100%	
Internal sports facilities	Small			25%	1	33%	25%			33%	0		29%
	Large	1	25%		1	33%		2	50%		4	36%	
External sports facilities	Small			25%	1	100%	50%	1	50%	50%	2	67%	43%
	Large	1	25%		1	33%		2	50%		4	36%	
Kiosk/ coffee corner / shop	Small			0%			25%			17%	0		14%
	Large				1	33%		1	25%		2	18%	
Breast feeding room	Small			25%	1	100%	100%	2	100%	100%	3	100%	79%
	Large	1	25%		3	100%		4	100%		8	73%	
Working at home	Small			50%	1	100%	100%	2	100%	100%	3	100%	86%
	Large	2	50%		3	100%		4	100%		9	82%	
Additional services (on request)	Small			25%			0%	2	100%	50%	2	67%	29%
	Large	1	25%					1	25%		2	18%	
Housing support	Small			0%			25%			33%	0		21%
	Large				1	33%		2	50%		3	27%	
Child care	Small			25%			25%	1	50%	33%	1	33%	29%
	Large	1	25%		1	33%		1	25%		3	27%	
Informal digital network	Small			0%			50%			17%	0		21%
	Large				2	67%		1	25%		3	27%	
Consulting doctor/dentist	Small			25%	1	100%	50%	1	50%	33%	2	67%	36%
	Large	1	25%		1	33%		1	25%		3	27%	
Health advice/dietary advice	Small			25%			0%	1	50%	33%	1	33%	21%
	Large	1	25%					1	25%		2	18%	
Dry cleaning service	Small			25%			0%			0%	0		14%
	Large	2	50%								2	18%	
Room to relax	Small			25%			0%			33%	0		21%
	Large	1	25%					2	50%		3	27%	
External leisure	Small			25%			0%	1	50%	17%	1	33%	21%
	Large	2	50%								2	18%	

Explanation of the services:

Kiosk / coffee corner / shop: A place where employees can buy a luxury coffee, a sandwich or muffin and, in case of a kiosk or shop, also products like flowers, chocolate and gift cards. The traditional coffee corner with the coffee machine at the work floor is not meant here.

Working at home: In production environments only for employees with a white collar function or only for employees who travel a lot (like purchasers and sales representatives).

Dry cleaning service: In production environments this service is meant for working cloths of the blue collar workers.

External leisure: Mostly organized by the employee society. Examples of activities organized by the employer: a city walk, a dinner or a soccer day.

This overview gives an indication of the services offered for employees. It shows that catering is offered in all organization, sport facilities in 72% of the organization and facilities for working at home in 86% of the organizations. The other services offered (except form the breast feeding room) have lower percentages, so therefore it is expected that -based on these results- catering, sports facilities and home work facilities are the most common offered convenience services for employees. In the next chapter, there will be a specific focus on the perception of the facilities management executives on these three services.

A clear distinction between the services offered in small and large organizations can not be made based on the relatively low number of questionnaires, but it can be said that large organization have sports facilities internal as well external. In small organizations, the sports facilities are usually external. Large organizations do offer some services which smaller organizations do not offer, like a room to relax or a dry cleaning service. The main reason for this distinction is probably given by one of the facilities management executives who filled in the questionnaire: "*Due to our size, we can offer some services for low prices which others cannot.*" – FME of a coffee producing company.

4.2 MAIN RESULTS INTERVIEWS

In total, 16 interviews were executed. 14 Interviews with facilities management executives, one interview with a representative of the Restaurant of the Future and one interview with a representative from a company which offers integrated facilities management for several (larger) organizations in the Netherlands. An overview of the kind of organizations interviewed can be found in appendix 7. In this chapter, the results of the interviews will be described. First in a broad way and later on more specific.

When talking about convenience services, the most often mentioned phrase is: The services offered should comply with the needs and wishes of the employees. The employees should see the added value of the services and demand a certain service. A facilities management department is generally offering services based on a demand of the employees (unless a service is offered to support the image of the organization).

Different organizations use different policies. In some organizations the package of facilities is determined by the board of directors, or the facilities are part of the secondary working conditions. But it could also be the building or the location which determines which kinds of specific facilities are offered. Organizations located in the city centre do not need all kinds of extra services, because of all the extra services offered in the neighbourhood. This is not the case for an organization located at a business park with fewer facilities like shops and restaurants in the vicinity.

But the most common reason to offer facilities is because the job requires certain facilities. *"If the job requires so, we just have to offer the facility"* – FME of a municipality. Facilities have to be offered to keep the primary process going. People are working at an organization and an organization has to take care of them. Aspects like catering must be offered due to legal obligations, but also because of good employer ship. It is a kind of standard an organization has to fulfil. It is common in society and most companies want to fit into this 'standard'.

So not all motives used to justify the offering of extra services for employees are economical in nature. This strongly depends on the kind of organization (production environments do have less facilities and a stronger costs focus regarding extra services for employees). A facilities management executive in an office environment stated that extra services for employees are not always offered based on rational made decisions: *"Some costs are hidden. Involvement, happiness and employees who like their jobs are hidden costs. Or I should say hidden profits. And yes, you never get these costs comprehensible. You don't even want to get them comprehensible. But you have to make the consideration: What do I pay for it? I make the comparison with my personal situation at home. I like or prefer to have certain things and than I know that I have to pay for these things."* – FME of a financial organization.

4.2.1 Main motives to offer extra services for employees

In most cases, the package of facilities is based on tradition, which means that most services are already offered for years. These facilities are still offered, because they are a kind of standard or because the organization wants to give a kind of added value to its employees, to be good employer. Furthermore, an organization wants healthy people and wants to keep to the agreements they made with the unions. The primary working conditions like salary and pension are the main remunerations of the employees. But an employer can distinguish itself (from other employers) with secondary and even tertiary working conditions. These tertiary working conditions (like the convenience services), could make potential employees motivated to chose to work at the organization or to bind current employees to the organization. *"The salary is primary, but from my point of view, good employer ship means that you could offer some additional services. The employees like it and work harder. But you are also able to attract new employees."* – FME of a municipality.

Another important motive to offer extra facilities for employees is based on the (current) developments in society. Facilities management executives look at the trends in the market and in the society in general. Facilities management executives and also organizations in general, will offer a reflection of what is generally offered for employees. If a certain service is offered by other organization or by competitors or if a certain service becomes a kind of standard for the kind of organization the facilities management executive is working for, the facilities management executive is almost obliged to offer the service; based on a kind of social pressure from the employees and/or the society. *"The employee expects in the restaurant the same products as he can buy at Albert Heijn."* - FME of an engineering company.

The kind of organization determines also the facilities which are offered for an employee. From a multinational, an employee generally expects more extra services for employees compared to a local production company. Like a multinational stated: *"We are a multinational, and from a multinational you expect a representative building and certain facilities, so we offer them."* – FME of a publishing company.

A distinction between governmental organizations and profit organizations can also be made on basis of the interviews: governmental organizations can offer extra facilities, but these services may not look too luxury: *"The extra services are examined if they would be stated at the front page of the newspaper. If I can explain that we made an responsible decision, than it is fine."* – FME of a ministry.

Which does not mean that all profit organization have luxury facilities: *"In general, we have a feeling of sobriety here. No exaggerated facilities or goods. Fine, it must be there and it must be well arranged, but the price must be fair."* – FME of an engineering company.

This costs focus is at two interviewed municipalities less strong, while it is strong at the two interviewed ministries. *"In a commercial organization, there is a very strong focus on costs. And on quality. Here, it is not that strong. Quality is getting more and more important, costs too, but still at another level. I mean, the resources are available and here it is more easy to prolong a current contract with one year without thinking about what must be done compared to a commercial organization."* – FME of a municipality.

The kind of employees influences the facilities offered too and facilities can be offered based on requests from employees.

4.2.2 Other motives for offering services

Plus packages

If a facility is offered for one single department (like massages for employees with RSI symptoms on a certain department), the facility management department is used as a link between demand and supply. Based on a plus package, such a facility can be arranged, as long as the costs are paid by the demanding department. *"We sign service agreements with the organization. But the customer determines what is offered. If he wants a special service, we will arrange this for him. But he, or his departments has to pay for that service."* – FME of a polytechnic.

Tax reasons

Facilities can be offered due to tax reasons, so employees can (partly) deduct the costs of the facility from their taxable income. Examples are a bicycle plan or the 'PC-privé' projects from the past years, which are still offered by some organizations. These organizations offer their employees still a discount on computers.

Based on the literature (Tsai and Wang (2005), not mentioned by a facilities management executive in the interviews) some other tax aspect could also be a motive of offering a certain service for employees. Employees with a relative high income pay partly 42 or 52% tax over their salary. If an employer offers a free lunch or free sport facilities, this is seen as salary in kind by the tax collectors office and the costs will be deducted from the salary. But due to the tax he has to pay in the other case, it costs him/her only 50 or 60% of the lunch or sport facilities.

Travel time of employees

Several organizations (especially more traditional production organizations) offer transportation services for their employees or are working on transportation solutions like a bus connection to carpool places outside the city. The organizations use several motives to justify these services. First of all, the market

of new employees is getting smaller, which means that it is more difficult to find good employees in the vicinity. Another argument is the accessibility of the organization or city as a whole, it is getting more and more difficult to reach organizations in the centre of a city. Therefore, organizations want to offer an alternative to their employees, by public transportation or a bus service (in co-operation with other organizations). Advantages are for example: employees do not get irritated while waiting in a traffic jam, they are not that tired of the journey, it could be a reason to stay at the organization (or: not looking further for a better accessible employer).

The above mentioned aspects are strengthened by the fact that more and more employers offer flexible working hours for employees for several reasons, like the amount of traffic jams, the care for children, etc. But flexible hours means that some employees arrive at 7 am and some others stay till 10 pm. These flexible hours are already a secondary working condition, but if the facilities management executive decides to offer the possibility to buy some sandwiches for breakfast or a hot meal for dinner, this service is an additional tertiary working condition.

Efficiency

Services for employees can in some cases be combined with a higher level of efficiency, like an integrated service desk¹⁴. This desk offers more convenience for the employees as well as for the facilities department. But the reason for implementing such a kind of facility is efficiency.

Economical circumstances

When the economical circumstances are not that good, employers can decide to not offer certain facilities or let employees pay (more).

Prevention of local initiatives

To prevent that every employee or department organises services individual. This would lead to higher costs and risks. Furthermore, not everyone has the expertise about the services.

Other aspects

Other aspects which were mentioned during the interviews: The fit with the culture in the organization (an extra service for employees is offered because it fits in the culture or philosophy of the organization), the current facilities management executive and/or the superior of the executive (what kind of background does he have, what is his opinion) and the hidden costs or hidden profits (not everything is measurable: three of the facilities management executives interviewed made the comparison with a person at home: some things are bought because someone likes them, or because someone wants to show others that he owns it).

¹⁴ An integrated service desk is a service desk where employees can report their complaints about all facilities related services.

4.3 EXPECTATIONS VERSUS RESULTS

In this paragraph, the expectations of this research based on the literature study are compared with the results of the interviews.

Perception about guests

It was expected that the number and importance of guests visiting a organization determine to a large extend which services are offered on a certain level. But this seems not to be the case. Organizations with a lot of visitors have designed the treat as customer friendly as possible but do in general not have special services for guests, besides quite standard services like lunching with an employee in the restaurant, ordering a lunch in a meeting room or coffee from the coffee corner. Some companies do have something like a special room for holding presentations or a room where products are shown and/or sold which are made by the organization. But it can be concluded that the services for employees are in general not that strong influenced by the guests visiting the organization.

The decision making process

Based on the literature study, the assumption was that many decision are based on intuition or experience, and not always based on a rational thinking process. This seems to be case based on the results from the interviews, but it has to be accentuated more, because there can be made a clear distinction between the extra services offered from an economical perspective (a rationally made decision) and the other perspectives (tradition, values & norms and exchange theory).

The kind of organization

It was expected that the kind of organization determines to a large extend the facilities which are offered, like the fact that in a production environment less facilities are offered than in an office environment. And that these extra services in a production environment are mainly practical, while the services in an office environment are more focused on the convenience aspect. This expectations seems to be right, three out of four facilities management executives of production environments interviewed, stated that the extra services offered to employees are at a minimum level. The extra services offered by facilities management executives of office environments are at least at this minimum level. Although all the production organizations interviewed do have several office employees, the services for these employees are also at minimum level. A nice example are 'home work' facilities, which are offered in all office organizations, but in only two (out of four) production environments (and in one of these organizations also for a limited number of functions). "*Working at home does not fit in our company culture and philosophy. If you are at home, you are not working. If you are drinking a cup of coffee in a restaurant, you are not working. Even if you are in a meeting, you are not working. That is our philosophy. Working is done behind a desk or inside the factory.*" – FME of a truck producing company.

Outsourced versus internal organized services

It was assumed that a distinction can be made between organizations which outsource most of the extra services offered for employees and organizations which keep the facilities internal.

Several different motives are meant for (not) outsourcing the extra services for employees. where in one case an argument was used to outsource the service, the same argument was used in another organization to keep the service internal. Like the contradiction in the two higher educational institutions interviewed. Here, several services are offered for students, which can also be used by the

employees, like the sports facilities, book shop or shop with office supplies. These services are offered as an added value for the students (image of the institution, recruiting new students, good facilities determine partly the choice for a certain institution). But there is no clear policy of outsourcing these activities or organizing them internal: one organization does not see these activities as core process and rents the spaces for the shops to external parties, an other organization has the opinion that these facilities are closely related to the primary process (they support education), so they organize the activities internal.

A motivation for not outsourcing an extra service for employees is because an external party does not have the commitment with the organization. Also the lack of flexibility is a reason for not outsourcing services. A social responsible staff policy and the image of the organizations are also reasons for not outsourcing. Some organizations do not outsource some services because they use for example the post room still as a social safety net for employees which cannot be placed somewhere else. "*There are always employees who must be replaced or who are difficult to deal with. You can sent them into the 'WAO' or still offer them a job.*" – FME of a truck producing company.

Most mentioned reasons to outsource services for employees are cost reduction, focus on the core business, no specific knowledge available (e.g. with sports facilities), reduction of the management load and a reduction of the number of employees when a general (costs) reduction must take place. Employees who are working in the catering service work mostly part time and have a relatively low salary. When an organization has to reduce the number of employees by 10%, the first people fired are the catering employees, as mentioned by two of the interviewed facilities management executives.

4.4 MOTIVES TO OFFER EXTRA SERVICES FOR EMPLOYEES

In the literature study (paragraph 3.4.2), four main motives of facilities management executives justify the offering of services for employees. These expected motives were: Economical aspects, Values and norms, Tradition and Exchange theory. In this paragraph, the importance of each of this motive will be assessed on basis of the results of the interviews.

Economical aspects

Based on the results of the interviews, it can be stated that the economical aspect is used as a motivation to offer extra service for employees by facilities management executives. The most common mentioned service which is offered because employees get more productive or because a lower absence rate is established is sports facilities. But economical aspects are also the most important reason for not offering services: facilities management executives do not have (or get) the money to offer more extra services for employees because he (or the organization he is working for) does not see the added value, criticizes the costs as too expensive. Another common mentioned reason for not investing in extra facilities is the fact that the organization is in the middle of on reorganization.

Economical aspects do often play a role in the decision making process, but most facilities management executives stated that the offering of extra services for employees is not only based on economical aspects. Not every service offered is costs neutral, but than one of the other motives mentioned below justifies the offering of the service.

Tradition

Based on the results of the interviews and the validation session (which will be discussed in chapter six), tradition cannot be seen as a real motive to offer extra services for employees. Some facilities management employees mentioned that catering is still organized in the way it is organized because of a strong influence of the unions or the employees society. In that case, the service is not additional anymore as it is offered with tradition as main motive. The service can be seen as a core facility. Nevertheless, tradition could be still a kind of motive combined with another motive. In general, the facility management executive wants to offer the services in the best way possible within the budget. So if he has to offer catering, then the catering should be well organized and of good quality. Not only to be a good employer (values and norms), but also for the total image of the organization.

Values and norms

Values and norms is a common used motive by facilities management executive to offer extra services for employees. Organizations want to conform to the standard set by the society or competitors and organizations want to show good employer ship.

Exchange theory

The exchange theory seems to be closely related towards values and norms. The original expectation of the exchange theory was that an employer asks for the input and work of the employee and can give the employee something back besides his or her salary (dedication must be rewarded). Based on the results of the interviews, this is also the case, especially by services like sports facilities or the offering a hot meal at the end of early beginning of a work shift if an employee is working overtime.

Based on the results of the research, two motives should be added to the list: binding and image. Both will be explained:

Binding

Binding is a motive to offer a services for employees based on the fact that extra facilities for employees can bind employees (for a longer period of time) at an organization. According to the facilities management executives interviewed, the primary working conditions is the most important factor influencing is an employee want to work at an certain organization. But well organized facilities are an added value for employees. Especially in these days with a low unemployment rate, organizations assign more attention towards an attractive working environment. Furthermore, the recruitment of new employees is costly, through which it can be as expensive to invest in more facilities for employees so they stay longer, as investing in the recruitment of new employees.

One of the main services which have a strong link with the aspect binding is a facility to work at home. Given employees the freedom to organize their own balance between working life and private life, gives an added value for the employee as well as for the employer: the employee is in general more productive and does not switch that fast to another employer, because with a switch he will loose his 'freedom'.

Image

Image can be seen as a motive if a service is not (only) offered for the employees or offered based on one of the other aspects, but because of the image of the organization as a whole. The organization wants to set a certain standard or believes that a certain organization must be offered. An example is a

multinational. From a multinational, certain services for employees are expected, so these are offered. Even if the employee do no use the service frequently enough to justify the service, it is still offered because of the 'image' of the organization. In this case, the service should support the image of the organization.

Another aspect dealing with the image of the organization, is corporate social responsibility (CSR). More and more organizations have a CSR policy and one of the most common taken actions is the introduction of biological and fair trade products in the restaurant. In that case, the restaurant is also used to show the commitment of the organization regarding CSR or towards the environment.

The results of the interviews will be combined with the results of the validation session in chapter six. At the end of that chapter, an adjusted version of the original model made in paragraph 3.6 will be presented.

Case: Home work facilities at Rabobank

At the headquarter of Rabobank in Utrecht, an average occupation rate of about 50% was measured in a recent research. Therefore, in the new headquarter of Rabobank, which will be opened next year, the number of work places is decreased by 33%. It is up to the employees to decide where they want to work: at the office, at home or at the Coffee Company in the city centre, it is their own choice. The technological developments make it possible to work independent of place and time. The change process at Rabobank is called 'Rabo Unplugged,' which means something like: going back to where it is all about, going back to the people.

Microsoft started two year ago with such a change process, which resulted in a movement to a building with 455 work places for 1,200 employees. The building is open for 16 hours a day, seven days a week: it is up to the employee to decide where and when he wants to work. A smaller building reduces costs - about twenty thousand Euro a year per work place - but organizations choose mainly for a flexible working policy because of the three main promises of flexible working: higher productivity, a better balance between working life and private life and less traffic jams.

Most employees do not use the flexible working hours to spent the morning for sports. But it is not necessary anymore to take a day off when the plumber is coming. And people who drove in front of the traffic jams to their work, can now also bring their children to school, which is an obvious improvement of the balance between private life and working life.

Flexible working leads to making overtime. Managers are focussing on output in stead of presence, which results in more targets and deadlines. Organizations like British Telecom, IBM, American Express and Compaq do claim that their flexible workers are 10 till 40% more productive than employees working at the office. They face less inconvenience like interruptions, stress and traffic jams.

A psychological effect does also influence the higher productivity. Employees do not mind to work on Sunday morning, but they feel guilty if they go to their parents or the hairdresser on Tuesday morning. And employees have the freedom to take their kids from school in the afternoon and catch up their work in the evening. This level of freedom makes it difficult to switch to an employer with less freedom.

Source: Paasen, D. van, *Geen file, gelukkiger en productiever. De drie mythes van flexibel werken*. Intermediair, 15.05.2008

5 MOST COMMON OFFERED EXTRA SERVICES

In this chapter, the perception of the facilities management executive about the three most common offered extra services for employees based on the interviews, is stated. These services are: catering, sports facilities and facilities for working at home.

5.1 ANALYSIS CATERING

The added value of the catering is the support it gives to the organization in providing food and drinks for the employees and guests¹⁵. Catering gives the employees the opportunity to have their breakfast, lunch, dinner or break. The restaurant and/or coffee corner is a point of rest where employees can relax. At the same time, it is an informal meeting place, where business matters as well as non business matters can be discussed and thoughts can be exchanged. The restaurant offers the employees also the ability to have a hot meal, which returns in more and more restaurants (see paragraph 5.1.5 *the hot meal*). The added value of catering lies in offering a facility which fulfils the people needs regarding food and drinks, so that they are satisfied, and work with *"a healthy mind in a healthy body"* – FME of an engineering company.

The restaurant is mostly a facility which exists for many years and is seen as a kind of obtained right of the employees, or a kind of tradition. But a restaurant is also a facility with which the organisation can profile itself, which shows responsible employer ship. In addition, the restaurant is also a facility which an employer wants to offer to the employee close to the workplace. Especially at organizations which are not closely located to the city centre or a shopping centre, give a high priority to their restaurant.

5.1.1 Company specific characteristics of catering

The catering facilities depend on several company specific factors. In this paragraph, these factors related to the kind of company are stated.

First of all, the location plays in important role in the kind of catering facilities offered and the importance given to this facility. Several facilities management executives state that they offer the restaurant facility because there are no other places in the neighbourhood where employees can buy their lunch. Another important aspect is the size of the organization. Organizations with a lot of employees who are working at locations have more restaurants and offer employees in smaller buildings other catering facilities, like vending machines.

The population itself determines the products which are offered. Most facilities management executives state that their assortment in the restaurant must be a representation of what can be bought in the supermarket. In this perspective, they all offer light and healthy products. But the restaurant must mainly offer what the customer asks. Customers in a more traditional production environment want pea soup and fried snacks more than employees in an office environment, which decide more often to take a healthier alternative. Food seems to be a private business to be decided by the employee. *"It is not up to the facilities management executive to decide what is offered. If I don't offer a fried snack, they get it outside the gates, so I still offer the fried snack, but also a healthier alternative."* – FME of a truck producing company.

¹⁵ Based on the National catering research 2007 of Foodstep, 2008

According to the facilities management executives, the factory workers in a more traditional production environment spent more money in the restaurant than the office employees. These people appreciate their meat ball, fried snack or pie soup and are willing to pay for these every day. The difference between these two groups of employees can be found in the mentality of the employees and the physical character of the job. People with a physical job prefer a warm snack more than office employees and they use the break to rest a bit, while office employees use the break to get in motion. They take a walk and they carefully select the products they want to consume. Furthermore, the group in which the employee works is also important. Factory workers behave like their own standard of eating meat balls and refusing salad to keep their loyalty of the colleagues.

5.1.2 Differences in perception about outsourced and in house organized restaurants

According to Dr. Koster, Director of the Restaurant of the future¹⁶ of Wageningen University, more and more organizations have outsourced their restaurant. Organizations which have the catering facilities still in house, have consciously chosen to keep this facility in house. In the National catering research 2007 (Foodstep, 2008), a distinction is made between organizations which organize the catering internal (33%) and organizations which have outsourced the catering (67%). In the next paragraphs, there will be looked to the motives which organizations use to keep catering internal or to outsource the service.

5.1.3 Reasons for outsourcing

The most often mentioned reason by the facilities management executives for outsourcing the catering facilities is the focus on the core business. A catering company is specialised in catering, can deliver a higher quality, has more know-how, professional personnel, better purchasing conditions at suppliers and is familiar with legal obligations, like the HACCP rules.

Second aspect is costs. Most organizations reduce costs by outsourcing the catering facilities. Employees working for a catering organization have another collective labour contract, which means that catering employees are less well paid as similar employees in an average organization. Another advantage of outsourcing the catering is less care and responsibility (like the care of employees and food safety) in the organization.

Sometimes organizations also have to outsource the catering facility, because they are part of a larger organization with a standardized policy for the whole organization, like a multinational.

Organizations which are in the middle of a reorganization process or have just gone through such a process, the reduction of the number of employees is mentioned several times. An organization has to reduce the number of employees and this mostly starts with outsourcing of the supporting activities like catering. According to the facilities management executives, this is a mainly managerial motive. Most employees in catering work part-time and catering can be relative easily outsourced. In this way, the reduction of the number of employees is accomplished, but the costs are not reduced.

In the National catering research 2007 (Foodstep, 2008), 95% of the facilities management executives would outsource the catering again if they had the choice between outsourcing and organizing it internally.

¹⁶ Restaurant of the future is an initiative of Wageningen UR, catering organisation Sodexo and several other companies. In the restaurant, several catering concepts are tested and evaluated.

5.1.4 Reasons for in house catering

Probably the most important reason for not outsourcing the catering facility is the size of the organization. One of the selection criteria for the organizations interviewed, was having 500 employees or more. So the size of organizations could be a reason that most companies have outsourced the catering. Based on the figures of the National catering research 2007 (Foodstep, 2008), it are mostly companies with less than 100 employees which organize the catering internal. The use the following motives for not outsourcing catering: outsourcing is more expensive (51%), lower flexibility (36%), higher prices for employees (34%), depending on others (26%), loss of control (19%).

Two of the companies interviewed have organized the catering internal. Important reasons for them are a guaranteed flexibility, because the employees can execute all kinds of tasks at different times, maximum quality and lower costs, mainly because of the calculation methods of external companies. Furthermore, some (governmental) organizations have still parts of their catering internal organized. They have outsourced the restaurant, but the courier service for a minister, mayor or aldermen is in several cases still internal organized. The organizations want a familiar face for these persons, also because of the confidential documents which treated by these persons.

5.1.5 The hot meal

The hot meal is introduced in several interviewed organizations. The most commonly mentioned motives to (re)introduce the hold meal are: More employees with flexible working hours who stay in the evening, more one and two persons households who choose for convenience, more traffic jams which make people decide to stay longer. In several cases, the hot meal is not offered for some years, but (re)introduced or it will be (re)introduced.

The society is changing continuously, the current world with its working habits looks different from the world of 50 years ago. People got more individualistic, household got smaller and more people live alone or stay single for a longer time¹⁷. Also less people are a member of an employee society or take part at the activities of this society. This offer the facilities management executive the opportunities to (re)introduce the hot meal and a coffee corner or restaurant were employees can buy some sandwiches for breakfast, dinner or for on their way to home, sports, etc.

5.2 ANALYSIS SPORTS FACILITIES

The main reason for offering sports facilities, is to keep the employees vital and healthy, to let the employees have some physical exercises. The main goal for the organization is a reduction of the absence through illness, to keep the people in movement and healthy. Another motive to offer sports facilities is to help the revalidation process of injured employees.

Reasons for not offering sports facilities have in most cases a strong relation with the aspect money. An other reason for not offering sports facilities is that another party, like the employee associations already has a contract with a gym.

In many cases the sport facilities are not initiated and paid by the facilities management department, but by the human resource management department.

¹⁷ Source: website CBS: <http://www.cbs.nl/NR/rdonlyres/AD9E1284-26BD-4A2D-96AE-7E3D054C43FF/0/2003k2b15p054art.pdf>
Consulted at 14.07.2008.

5.2.1 Company specific characteristics for offering sport facilities

Within the offering of sports facilities, the main distinction between organizations can be made on basis of the size of the organization. Small organization who offer a sports facility, generally outsource the sports facility, while larger organizations have this facility internal organized.

A municipality has, like more smaller organizations, no internal sports facilities, but a contract with a gym in the neighbourhood. The employees can use this gym against reduced prices. The sports facilities are offered because the organization wants to be an attractive employer with the best and healthy employees.

Reasons for not offering sports facilities have in most cases a strong relation with the aspect money. A clear example is given by the facilities management executive of a large potato processing industry: Due to general costs reductions, it is unthinkable that sports facilities will be offered, despite of their positive influence on the production. But the company does still offer the employees a yearly sports day with food and drinks. But if an employee wants to participate, he has to take a day off.

Another way of keeping people healthy is to offer them the possibility to do some team sport with colleagues. The facilities management executive of a large energy company gave the example of a department which went on a rowing training for several weeks. In that case, the sport activity is not only a manner to let people sport, but also to improve communication and team work.

A container handling company is not only offering the possibility to sport, but to change the behaviour of the employee by giving incentives. The facilities management executive recognized that less people made use of the contract with gyms in the neighbourhood of the employees. This fact combined with a level of absence of 11% let the facilities management executive decide to choose for another approach. Now, every employee has the opportunity to make a personal plan, like visiting a dietary consultant combined and practise a sport they like. If an employee likes cycling, the organization provides a bicycle for the employee and pays 50% of it. If the employee is still cycling after two years and has lost a substantial amount of weight, the organization does also pay the other 50% for the employee. In this way, the level of absence can be reduced, through which the costs spent are earned back easily.

5.2.2 Differences in perception about outsourced and in house organized sports facilities

The distinction between outsourcing or keeping the facility internal is not only based on the size of the organization, but also with which the organization is offering the facility: If an organization does see the sports facility as part of its image to customers and other parties or if the organization sees the sport facility as part of being a good employer, it does offer the facility internal. If another motive is used, like a lower level of absence or because everyone is offering sport facilities, the facility is more often organized internal.

5.2.3 Reasons for outsourced sports facilities

The most often mentioned reasons for outsourcing the sports facilities are costs, not having the required knowledge in house and sports facilities are not belonging to the core business.

Regarding the aspects of costs, the employer should invest in expensive equipment, provide a room and provide a professional maintain the equipment as well as supporting the employees in getting

familiar with the equipment as well as with their own fitness programme. These are expensive investments, which cannot be earned back (in a short period of time). Therefore it is attractive for an employer to sign a contract with a fitness centre and let the employees sport in this centre with a discount. Nevertheless, facilities management executives of some larger firms stated that internal organized sports facilities are cheaper and have a greater added value in the long run.

A quite logical reason for outsourcing the sports facilities, is because a sports facilities is normally not part of the primary process of an organization. This also means that the required skills and knowledge to work with and maintain the equipment is also not available. For (especially smaller) firms, this is an important reason to outsource the sports facilities to a fitness centre which has all the facilities.

An other motive was given by a large organization which is located in the middle of a city centre. The facilities management executive stated that there are several fitness centres in the neighbourhood with all the facilities. Therefore, the organization provides a discount on a season ticket and does not have to give any attention or management contribution towards the service.

5.2.4 Reasons for in house sports facilities

Two common mentioned reasons for organizing the sports facilities internal are because of the image of the organization and the binding of employees. An organization can show its sports facilities towards guests, clients or, more general, to the society. The organization can show its good employer ship and how well everything is organized.

For employees are internal sports facilities more attractive than external sports facilities. Not all the employees are living in the city in which they are working, which means that they don not always have the possibility to move to another locations during the evening hours. If a sports facility is internally arranged, they can make use of it before and after working time, or even during working time (and compensate the time used for sporting at the beginning or end of the working day).

5.3 ANALYSIS WORKING AT HOME

When the level of education of the employees rises, the amount of organizations investing in home work facilities is also rising. There can be made a clear distinction between the kinds of organizations: profit organizations are a step in front. Commercial office environments are far ahead in offering network facilities, accessibility of the network and offering notebooks to the employees. Reasons meant by the facilities management executives for offering these services are the possibilities for employees to plan their working hours (relatively) flexible. Offices are open from early in the morning till late in the evening and employees can also work a day at home. Working places can be made flexible, which enforces more communication between employees (also from other departments), but gives the organizations also the possibility to reduce the number of working places. Also the catering facilities are made more and more flexible and adjusted to the new requirements and wishes of the employees (sandwiches in the morning for breakfast, sandwiches for on the move and the availability of hot meals).

At larger governmental organizations (like ministries), working at home or flexible working is often more and more often. A facility management executive of a ministry is proud on the level his organization operates a modern ICT infrastructure in which employees can log in everywhere, can work at home or check their e-mail on a PDA in the train. At local governmental organizations (like a municipality), where the employees are in general lower educated compared to national governmental organizations, the services are developed to a lower extend. But both interviewed municipalities interviewed are working at home work facilities for the employees, or at least the possibility for the employees to check their e-mail and agenda at home.

At larger traditional production environments (heavy industry), working at home for the office employees is not the question. The organizations interviewed have a traditional focus and the work is done at the office. According the facilities management executive, some employees read their mails in the evening, but in general there is are no possibilities to work at home. Nevertheless, at some of the traditional production environments interviewed, the office employees do have flexible working hours.

Case: Extra services for employees and religion

A motive to offer special services in not mentioned in this report, is religion. Nevertheless, several cases are available of organizations which are offering special services for employees with a certain religion.

For example:

Headscarf in IKEA-colours

All shops of IKEA in the Netherlands have a praying room with washing facilities. During the Ramadan, these rooms are furnished in such a way that employees can pray in the room. Furthermore, a headscarf in the IKEA-colours is allowed.

Source: <http://blog.seniorennet.be/tetraeder/archief.php?ID=6>, consulted on 04.07.2008.

6 VALIDATION OF THE RESULTS

6.1 RESULTS VALIDATION SESSION

The main results of the research were presented, explained and discussed in a validation session (a summary of this session can be found in appendix 3). During this session, in which three facilities management executives participated, one representative of a catering organization, two representatives of organizations offering facilities services in an integrated way and one representative of a facilities related consultancy firm, the results of the research have been validated.

The most important reasons for offering extra services for employees are: productivity, binding and the ability to differentiate. The most important reason for not offering these services is costs.

The facilities management executive is not always the person who decides if a service will or will not be offered. This decision is made on a higher level, unless the new facility is an extension of a currently offered facility. Based on the background of the boss of the facilities management executive, more or less value is added to services for employees (a boss with a human resource management or facilities background is in most cases willing to invest more in the well being of the employees than an executive with a purchasing background). But if an extra service for employees is closely related to the production process, employers are willing to invest more easily.

Based on the validation session can be stated that the environment in which the facilities management executive operates determines his opinion to a large extent, like general developments in society and developments at competitors of the organization.

Related to the four motives of offering extra services for employees (economical, values & norms, tradition and the exchange theory), the participants of the validation session believe that a service offered based on a tradition, is not an additional service for the employees. A service for which the most important motivation to offer the service is tradition, is a basic service and not an extra service. This basic service can be 'plused up' with additional aspects (like the coffee facility which can be upgraded towards a luxury coffee corner). 'Binding' and 'image of the organization' are valued as motives to offer extra services for employees, together with the other three motives stated at the expectations and model paragraph of the literature review (paragraph 3.7), which were economical motives, exchange theory and norms & values.

The participants of the validation session recognize the three most offered extra services for employees: catering, sports facilities and home work facilities, but there cannot be spoken about a real top-3. Therefore, the number of interviews is not large enough and the diversity of organization in the Netherlands makes it even harder to generalize the results. Nevertheless, the results give a clear direction to the general thoughts of the facilities management executives.

Furthermore, the participants of the validation session gave some general and specific comments on the results which were presented in a PowerPoint presentation, but in general, they confirmed that the results presented correspond with their own perception and/or with what they see in practise at other organizations.

Catering is seen as a basic service, not as a convenience service. In general, facilities management executives do still look towards catering as an independent service, not as a cluster of convenience services for employees, but this could be the case in the future. It is suggested that through technological developments more services which are not possible to offer will be possible to offer in the future (for example with an online ordering system).

Furthermore, there are some tax related aspects which hinder the further development of extra services for employees, like the fact that eating outdoors is treated in an other way by tax collectors office. More extra services for employees, make it easier to combine work and private life. But the question is if a higher number of services is accepted by all the parties in the (organizational) society.

Personal opinions of the facilities management executive do play a role in the services offered for employees at initiatives level. At decision making level, it is up to the boss of the facilities management executive to decide. Other stimuli of the facilities management executive are quite diverse: suppliers, users, customers, clients, decision makers, financiers and the media. But the most important aspect influencing the decision about offering or not offering an extra service for employees is the demand and support of the employees. A discussion point by introducing a new service is the fact if a service is related towards human resource management, facilities management or both and which department organizes what.

The statement: *'Home work facilities can be seen as a convenience service for employees'*, is judged as right, but with the marginal note that home work facilities are advantageous for the employee as well as for the employer. The employee can better combine his private life with his working life and has to travel less. The employer saves costs (travel costs, square meters and more productive employees).

The motivation to offer an extra service for employees must be originate from a demand and there must be a sufficient sales. Also the amount the employee must pay himself play a major role, while costs and quality are strongly related with each other, according to the participants of the validation session.

6.2 ADJUSTED MODEL

The adjusted model is stated in figure 6.1 on the next page. As can be seen, the real motives of offering additional services for employees are stated around the 'perception' of the facilities management executive as the most influencing factors. The personal characteristics of the facilities management executive are absorbed in 'Tradition and experience,' which can be seen as the personal opinion of the facilities management executive (were is he/she used to, what kind of experiences does he/she have from previous working experiences, etc.).

The model is placed in a frame. This frame does place the model in a space called 'society'. The society itself and all the developments in society determine to a large extend the perception about the facilities management executive. This aspect cannot be defined very specific because they are quite general and there are a lot of them, but there can be thought of aspects like developments in Food (like new products in the supermarket), the increasing number of traffic jams, the political situation or an economical recession.

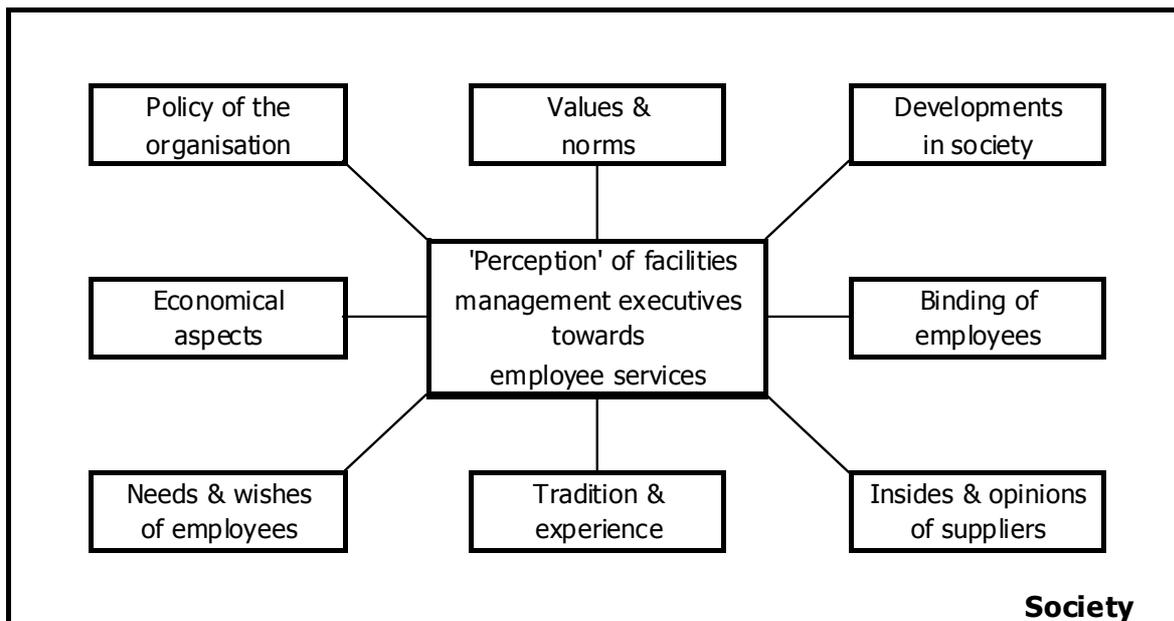


Figure 6.1 The adjusted model

6.2.1 Internal general aspects

Policy of the organization is about the general policy with the organization the facilities management executive is working in. If the organization has a very strong costs focus, it can be expected that it is more difficult to justify the offering of employee services and this policy influences in this way the perception of the facilities management executive. The policy of the organization is also about the organizational fit: Do the services fit within the organization regarding culture, strategy, etc.

Needs & wishes of employees is according the facilities management executives the most important aspect. There must be a (concrete) demand from the employees for a certain service, before a service can be offered. The service must fit with the needs of the employees as well as the willingness to pay by the employees.

6.2.2 External general aspects

Developments in society concern the general developments outside as well as inside the organization. Facilities management executives are sensitive for these general developments and want in generally that the services they offer are (at least) comparable with the average level of services offered by organizations.

Insides & opinions of suppliers Facilities management executives are influenced and advised by the insides and opinions of suppliers. Suppliers come in general in several organizations, so they can have a broader view and know what kind of service and what kind of level of service is needed for a specific organization. Furthermore, in more and more contracts, the relationship between the organization and the supplier of employee services is described as a partnership. The facilities management executive expects that the suppliers give him advice about what the organization/employees need.

6.2.3 Motives

Economical aspects. As expected, economical aspects determine for a large extend the perception of the facilities management executive. The executive has to make the consideration between costs and benefits of the services. This aspect is strongly related with the aspect 'policy of the organization,' while the amount of money available for services for employees is determined by the management of the organization. Furthermore, in most cases it is the management team who takes the final decision if a service is introduced or not. The position of the facilities management executive is in this case limited to giving the first move and preparing a proposal.

Values & norms This aspect is also as expected influencing the perception of the facilities management executive about extra services for employees. Values and norms can be linked with the exchange theory, which is lacking in this scheme. Factors influencing values and norms are things like a social pressure by the employees (a kind of expectation by the employees), a kind of standard of offering service in business life and the comparison with the services offered by competitive organizations or firms.

Binding of employees. Besides economical aspects, binding is also a main aspect influencing the perception of the facilities management executive. An organization as employer would like to keep good employees. First of all, the primary working conditions must be sufficient to keep the job interesting for the employees, but also the secondary and tertiary working conditions could help the employee to feel at home and stay at the organization. Recruiting and selecting new employees is very valuable, as well as the pressure it puts on the organizations itself.

Tradition & experience. Based on the validation session, it can be said that tradition is not a real motive to offer additional services for employees. When tradition is the most important motive, the service must be seen as a basic service. Therefore, tradition is combined with experience. In this case, tradition is seen in a broader perspective, it is combined with the (personal) experiences of the facilities management executive from the past (at other organizations, education, private life, etc.).

7 CONCLUSION, RECOMMENDATIONS & DISCUSSION

In the first paragraph of this chapter, the conclusion of this research is given. The second paragraph contains the recommendations, which are focused on how the principals can make use of the results of the research. The third paragraph contains the discussion.

7.1 CONCLUSION

The research objective of this research was: *To investigate the motives of facilities management executives to offer facilities management services for employees by analyzing the 'perception' of the facilities management executives towards services for employees and looking to the organizations' reasons for offering these services. The result of the research should provide Foodstep the ability to exemplify the thoughts of facilities management executives in general to its clients.*

To answer this research objective and get to know the motives facilities management executives use to offer extra services for employees, this research was divided in three main parts. The first part was the literature review, in which a broad view of facilities management was given, as well as the added value of extra services for employees and the decision making process of manager. The most important conclusion of the literature study was that a 'perception' is influenced by several different factors. A 'perception' is a representation of a thought of a person, but a lot of external factors influence this 'perception.' The literature study provided also four general factors influencing the 'perception': Economical aspects, tradition, values & norms and the exchange theory (exchange between offering work and facilities).

The second part of the research consisted of executing interviews. After a test interview, 14 facilities management executives were interviewed about their motives to offer extra services for employees. It seemed that mainly catering, sports facilities and home work facilities are the most important services extra services offered for employees. The main reasons for offering these services are: to bind employees, to offer a good workplace, to reduce the absence level, to improve the image of the organization and to keep up to the standards set in society or by competitors.

The last part of the research was the analysis part, in which a validation session was hold in which the results of the research were presented to 7 representatives from different areas of the facilities management field who discussed about the results. The main results were conformed and some smaller adjustments were made on basis of the comments. At the end of the final analysis, the factors influencing the 'perception' of the facilities management executive about extra services for employees are captured in a model (figure 7.1). The model is explained in more detail in the next section. Now the factors influencing the perception are known, Foodstep can make use of this knowledge during its consultancy and research activities.

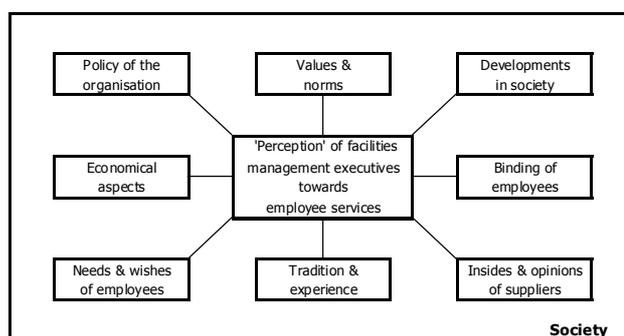


Figure 7.1 The adjusted model

The motives to offer a certain (level of) service towards the employees or guests are captured in a model. This model contains the four main motives for offering extra services for employees as well as two internal general aspects and two external general aspects:

- Internal general aspects (aspects and parties influencing the facilities management executive from inside the organization)
 - Policy of the organization
 - Needs & wishes of employees
- External general aspects (aspects and parties influencing the facilities management executive from outside the organisation)
 - Developments in society
 - Insides & opinions of suppliers
- Motives (for offering additional services for employees):
 - Economical aspects
 - Values & norms
 - Binding of employees
 - Tradition & experience

The main difference in the perception of the facilities management executives between offering extra services for employees and other facilities services, is that extra services for employees are not always offered because they have to be offered (an obligation), or because they gain a significant positive financial result. Extra services for employees are offered to show good employer ship and to support the image of the organization (e.g. a nice gym or biological, fair trade products in the restaurant). Furthermore, these services are not always offered based on a rational thinking process. Some services are common in society and should therefore be offered, others are offered to confirm the commitment of the employees.

Main differences in the 'perception' of the facilities management executives can be based on the limited amount of interview executed not be stated regarding the personal characteristics of the executive. Nevertheless, the kind of organization, the background of the facilities management executive himself and the background of the executive of the facilities management executive do matter regarding the 'perception.' A no-nonsense production organization does have another opinion about extra services for employees than a financial institution. Both want employees who like their job and offer them an attractive working environment, but based on the kinds of employees and the standard set by the society or competitors, a different opinion is developed in different organizations. The background of an executive does also influence the 'perception' about extra services for employees: someone with a purchasing background has a stronger cost focus than someone with a facilities or human resource management background, which is more employee focussed.

The sub question if the roles of the facilities management executive (in house facilities department or outsourced) do play a role in the 'perception', is difficult to answer, because none of the facilities management executives interviewed had an integrated outsourced facilities department. But some facilities management executives could make the comparison. They concluded that an external party can (in general) execute the same services for a better price, but the disadvantages like losing the control function, dismissing the own employees and be dependent on external parties are for them stronger than the advantages.

The last sub question was is also difficult to answer: How do the employees look towards the facilities management services offered to them? During the research, there was not enough time to interview employees about their opinion of the extra services for employees, thus a comparison between the 'perception' of the facilities management executive and the 'perception' of the employee about the extra services for employees cannot be made. This would be a nice subject for a follow-up research.

7.2 RECOMMENDATIONS

It is hard to give recommendations for this research, because the objective of the research was to find out which factors influence the perception and the decision making process of the facilities management executive regarding extra services for employees. Nevertheless, down here some general recommendations are given, like a kind of advice for Foodstep and the Management Studies Group of Wageningen University about what can be done with the results.

First of all, a better understanding of the facilities management executive is useful in executing the researches of Foodstep. Foodstep can use the knowledge and the model presented in several kinds of researches, like the National catering research, but also in the health care research and customer satisfaction researches which Foodstep executes for different kinds of organizations. Foodstep has more and more contacts with facilities management executives and the results of this research can definitely help Foodstep to better understand these executives.

Unfortunately, the number of facilities management executives is relatively small, which means that the results cannot be generalized for the whole population. Nevertheless, the research does provide the most important aspects which influence the 'perception' of the facilities management executive. A next step for Foodstep and the Management Studies Group of Wageningen University could be to design a questionnaire which can be send to a large number of facilities management executives to validate the results. Also a questionnaire towards employees could be useful follow-up, so the 'perception' of employees about extra services for employees can be compared with the opinion of the facilities management executives.

Nevertheless, based on the findings motioned in the conclusion, it can be concluded that the motives given by the facilities management executives to offer services for employees, are very broad and general, they are not based on knowledge or results from (internal) researches. Only a few facilities management executives go more in depth and link the offering of facilities with aspect like health. The main consideration in the decision making process is determined by the factors on which the facilities management executive is judged: employee satisfaction, costs and the opinion of the board of directors. Therefore, additional quantitative research is recommended to find a explanation for this way thinking by the facilities management executives. Also questioning executives which do not offer services for employees would lead to an improvement of the results of this research. If the motives used for not offering a certain service are known, the motives to offer the service could probably be better understood.

7.3 DISCUSSION

In this paragraph, results of the research will be discussed in some other perspectives and compared with previous researches. The 'conclusions' stated are not proven, they are more based on a certain feeling or trend. Therefore it is interesting to state these 'conclusions' in this paragraph and discuss about it. Some of the 'conclusions' could also be interesting for further research.

Before executing the research, it was expected that the opinion about and the number of guests visiting an organization, influence the extra services offered for employees (and guests). This seems not to be the case. Most organizations have a well furnished reception where guests are welcomed and offer guests the possibility to visit the restaurant together with the hosting employee (at own expenses). Guests must be treated in a pleasant way, facilities must be well organized, but there are not special facilities for guests. When looking to the health care sector, where cure is according to several authors getting as important as care, the treatment of the guest is core business. Therefore, it can be assumed that a comparison between the health care sector and other organizations cannot be made immediately. Also the aspect hospitality (which is currently discussed in magazines like Facto Magazine) does not strongly involve the organizations interviewed. The general trend is that facilities support the organization and should be well arranged (according to current standards), but not over the top.

The assumption that there is a kind of cluster with extra services for employees, in which catering has a prominent place, is not (strongly) confirmed by the facilities management executives. They can image that several extra services for employees can be clustered, but this will not happen in a short term. This thinking process can be stimulated by the suppliers. Organizations like ISS and Facilicom offer a broad range of different services, so it could be that the same trend can also be accomplished by suppliers of extra services for employees.

When looking towards facilities for employees to work at home, the facilities management executives argue that this service is offered mainly for a better balance between the private and working life of the employees, binding of employees (in combination with reducing travel time) and higher productivity. In literature from several years ago, the main motive to offer 'home work' facilities for employees was the reduction of the number of work places, which was a main focus on costs reduction. Casimir (1999) stated that (then called) teleworking is introduced due to structural, cultural, personal or technological advantages. She stated the following (main) advantages of teleworking for the employees: productivity, combination of family care and work, balance between private and working life, reduction of travel time and costs. Goals for organizations to introduce teleworking were mainly more productive employees and lower costs. Casimir (1999) stated also that teleworking fulfilled the wishes of employees. But based on the interviews executed in this research, a kind of movement can be detected from the economical perspective towards the perspectives of needs & wishes of employees and binding of employees.

A multinational stated that some extra services for employees are offered because they are a multinational. This statement leads towards a certain range in which organizations can be placed. Like as a participant of the validation session stated while discussion a statement: There is a turning point at 1.000 or more employees or if an organization starts to subsidize the extra services for employees. This discussion is an interesting thought for further research.

In recent (catering related) magazines and also in the National catering research 2007 of Foodstep, links are made (or they are tried to made) between the trend of healthy food and aspects like good employer ship or a reduction of the level of absence. During the interviews with the facilities management executives, this picture was not confirmed. They did confirm that a restaurant can or does support the image of an organization, but when they were talking about a reduction of the level of absence or an increase of the productivity, they did not make a direct link with catering. According to the facilities management executives, sports facilities can really help to improve these figures, while the change towards healthy food in the canteen gives only support and is a result of a broad general movement in society.

In a publication Batenburg and van der Voordt (2008) about the experienced productivity effects of facilities is stated that facilities do actually matter: they influence the experienced productivity of employees. Batenburg and van der Voordt (2008) placed the experienced productivity in the centre of a model, surrounded by the aspects: Satisfaction with the organization, Satisfaction about with the facilities (significant relation), Satisfaction with the job (significant relation) and Personal- and job characteristics. It would be an interesting topic for further research to compare their results with the effect of extra services for employees. Based on the results of the interviews with the facilities management executives, extra services for employees are offered because they have an effect on the employees, which could be higher productivity. It would be interesting to measure this (possible) effect.

Another discussion point is the relationship between human resource management and facilities management. For example, sports facilities are sometimes organized by the facilities management department and sometimes by the human resource management department. There is not a kind of standard to which department each extra service for employees belongs, whilst these services are often related to both departments. In this research is not looked towards differences between services offered by a human resource management department and a facilities management department. This could also be an interesting subject for further research.

The last discussion point is about the factors influencing the 'perception' of the facilities management executive, as displayed in the adjusted model. This research showed that these factors do influence the 'perception', but it is not known yet to which extend the factors do influence the 'perception'. Therefore, it would interesting to examine the importance of each factor, so a kind of weight can be given to the factors.

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Appendix 1 SERVICES FOR EMPLOYEES

Services for employees are also called 'convenience services'.

The following definition is used for convenience services: Services which are offered by the employer as an extra service for the employee. The employee himself should pay (partly) for this service.

Extra services for employees are services which employers do not have to offer towards the employees. But these services are offered by employers due to the reasons researched in this research.

To give some examples of the services which are meant, the following list provides an ample (but never complete) overview of services which can be seen as convenience services. The list is based on the results of the brain storm session, which was a part of the validations session.

Company restaurant	Child care	Grocery service
Dry cleaning	Fitness / sports / revalidation	Chair massage
Shuttle service	Christmas packages service	Shop (food and non-food)
Luxury coffee + small snack	Traiteur	Post service
Massage	Bicycle rent / repairs	Green wheels
Car service	Helpdesk ICT private	Flowers
Home work facilities + furnishing	Hair dresser	Bus
Mobility mix		

Appendix 2 INTERVIEW PROTOCOL (Dutch)

In the setting of semi structured interviews, 15 facilities management executives will be interviewed during this research. In these interviews about the motives on which the executives base their decisions, the executive should talk freely about his opinion, experience and cases he dealt with during his career or within the organisation in general. If necessary, the executive can be confronted with examples from the past if no examples are given. Suggestions (hinds) can be given, but the answer should come from the executive, not from the interviewer.

In a semi structured interview, the questions and answers are not strictly mentioned in an interview guide, but the topics of the interview are. According to Baarda et al. (1996), the general beginning of a semi structured interview exists of some structured questions about personal characteristics, like age and education. The second phase consists of several questions of a pre determined subject, by using an open starting question and more in depth questions to dig deeper.

According to Brack *et al.* (2007)¹⁸, there are three main activities during qualitative research, which can be caught in the abbreviation LSD: Listening, Summarizing and Digging deeper. So, first listen to what the interviewee has told, summarize his answer or opinion and dig deeper on the subject if necessary.

An important techniques which will be used in the interviews, is the critical incidents technique. These techniques focuses on an event which happened in the past, and focuses on it (what happened, how can the event be explained, how did you react, why did you react in the way you did, how would you react in the future).

The interviews will be recorded by a voice recorder, which gives the interviewer the possibility to re-listen the interviews and to interpret the interviews in the right way. Furthermore, the interviewer does not have to make so many notes during the interview, which gives him the possibility to concentrate on asking question.

When the 15 face-to-face interviews are executed, a discussion group interview will be organised, in which seven facilities management executives take place. The purpose of this discussion group interview is to check if all important aspect are mentioned during the face-to-face interviews and to prevent a coloured total picture by discussing the subjects with the executives.

¹⁸ Source: Brack, A., Wink, M., Nortier, S., and Reijs, M. (2007). *Reader Communication Skills Training*. Wageningen University.

Interview protocol:

Introductie

- Ik voer dit onderzoek uit in het kader van mijn afstudeerproject van de opleiding bedrijfswetenschappen en specialisatie in Facility Management aan Wageningen Universiteit.
- Het doel van het onderzoek is om inzicht te krijgen in de motieven van facilitair managers om diensten aan te bieden die speciaal voor medewerkers worden aangeboden. Het onderzoek helpt mij en de leerstoelgroep om meer inzicht te krijgen in de beslissingcriteria van de Facilitair Manager in het algemeen.
- Ik voer dit onderzoek uit in opdracht van de universiteit en krijg daarbij hulp van onderzoeksbureau Foodstep uit Wageningen.
- Bezwaar tegen opname?
- De resultaten van de interviews zullen worden verwerkt in een verslag en presentatie. Hierbij zal niet worden gerefereerd naar bedrijven of personen, de interviews zullen anoniem worden verwerkt.
- Ik ga u zometeen eerst een aantal algemene vragen stellen omtrent u organisatie en daarna zal ik meer specifieke vragen stellen omtrent de motieven om diensten voor medewerkers aan te bieden. Hieronder versta ik facilitaire diensten die niet nodig zijn voor de dagelijkse bedrijfsvoering. Ook zal ik een aantal vragen stellen die specifiek op catering gericht zijn. De focus ligt bij alle vragen op de medewerker, niet op de student of de organisatie.

Omschrijving algemene organisatie

- Kunt u een omschrijving geven van de kernactiviteiten van uw organisatie?
- Kunt u ook specifieke kenmerken geven van de mensen die bij uw organisatie werken?
Opleiding, werkzaamheden, verhouding blue/white collar, veel buiten de deur, verhouding fulltime/ parttime

De facilitaire organisatie

- Wat zijn voor u doorslaggevende factoren bij het nemen van beslissingen over het dienstenpakket?
- Welke factoren zijn voor u organisatie van belang bij het aanbieden van faciliteiten voor medewerkers?
Prijs, kwaliteit, uitstraling, betrouwbaarheid. Hoe gaat proces
- Waarom zijn deze factoren van belang?
- Wat is de doorslaggevende factor? En de minst belangrijke factor?
- Wie is de DMU (Decision Making Unit)?
Invloed van P&O: advies, dwang
- Kunt u mij vertellen op basis waarvan u baseert of een facilitaire dienst uitbesteed of in eigen beheer uitgevoerd wordt?
Denk aan: invloed van boven af, eigen personeel. Waarom wordt de ene dienst wel uitbesteed en de andere niet? Refereren naar ingevulde vragenlijst.

-In hoeverre kunnen gasten in uw organisatie van dezelfde facilitaire diensten voor medewerkers gebruik maken als de medewerkers zelf?

Worden er specifieke diensten voor gasten aangeboden? Verschil intern en extern?

Waarom die keuze?

-Hoe presteert uw facilitaire organisatie in uw ogen ten opzichte van facilitaire organisaties van andere universiteiten en onderzoekscentra op het gebied van faciliteiten voor medewerkers?

Waarop baseert u dat? / Hoe bepaalt u dat?

Waar liggen de verschillen?

Verklaring waarom beter of minder presteren?

-Op welke aspecten wordt de facilitaire dienst beoordeeld?

Indien budget: Welke budget verdeling? Grootste deel heen? Wat is het belangrijkste?

Aanbod van facilitaire diensten voor medewerkers

Refereren naar ingevulde vragenlijst.

-Kunt u mij vertellen waarom u organisatie faciliteiten voor medewerkers aanbiedt?

Motivatie: Economisch (productiviteit, ziekteverzuim)

Psychologisch (normen, waarden, voor wat hoort wat).

Intentie: Hoe wordt er tegenaan gekeken (verplichting, kostenneutraal, winst, Wezenlijk onderdeel van bedrijfsvoering)

-Zijn er de laatste maanden of jaren binnen uw organisatie ontwikkelingen geweest op het gebied van facilitaire diensten voor medewerkers?

-Ziet u een relatie tussen het type organisatie (in uw geval een universiteit en onderzoekscentrum) en de facilitaire diensten die voor medewerkers aangeboden worden?

Ook in combinatie met concurrentie

-In de gedragspsychologie wordt verondersteld dat werknemers hun identiteit voor een groot gedeelte aan hun werk of functie ontleen.

Herkent u dit in uw organisatie?

Houdt u hier ook rekening mee bij het samenstellen van het dienstenpakket voor medewerkers?

Effect, kosten en positie van facilitaire diensten voor medewerkers

-Wat is naar uw mening het effect van specifieke facilitaire diensten voor medewerkers op de medewerkers?

Productiviteit, ziekteverzuim, sfeer, communicatie
Kunt u mij vertellen waarop u deze mening baseert?

-Bij het invoeren of uitbreiden van facilitaire diensten voor medewerkers in het verleden had uw organisatie bepaalde doelen voor ogen. Kunt u aangeven in hoeverre deze doelen behaald zijn?

Waarom wel niet? Waar liggen de verschillen?

-In hoeverre kunt u diensten voor medewerkers vergelijken met andere facilitaire diensten, zoals de standaard werkplekinrichting of logistieke processen als post en repro?

Verschillen en overeenkomsten

-Vindt u dat de kosten die u maakt voor de diensten voor de medewerkers in lijn liggen met de opbrengsten?

Zowel financieel als niet financieel
Waarom wel/niet? Indien niet: waarom wordt het dan toch aangeboden? Wie heeft die afweging gemaakt? P&O?

- Vindt u de kwaliteit van de aangeboden diensten in lijn liggen met uw verwachtingen? *Waarom? Hoe kan dit verbeterd worden?*

Beslissingen over catering

-Wat is het doel van catering of het bedrijfsrestaurant voor uw organisatie?

Platte voedselvoorziening, bevorderen communicatie

-Zijn er de laatste maanden of jaren binnen uw organisatie ontwikkelingen geweest op het gebied van catering?

Welke ontwikkelingen. Waarom deze ontwikkelingen?

-Waar ligt de toegevoegde waarde van catering voor uw organisatie?

Waar baseert u dit op?
Hoe kan de toegevoegde waarde worden vergroot?

- In hoeverre speelt invloed van boven af (directie) een rol bij het aanbieden van catering?

Wat wordt van boven af bepaalt
Door wie. En welke motieven worden gebruikt?

Toekomst perspectief

-Dit laatste blok met vragen gaat over de toekomst. Maar kunt u voordat we naar de toekomst gaan kijken eerst een conclusie trekken over de uw motieven om facilitaire diensten voor medewerkers aan te bieden?

Kunt u deze conclusie toelichten?

-Zijn er nog facilitaire diensten die u nu nog niet aanbiedt maar wel graag aan zou willen bieden?

Zo ja: Welke diensten zou u graag nog aan willen bieden? Waarom?

-Wat ziet u als facilitaire kerndienst voor u medewerkers?

Waarom?

-Zou u de koffievoorziening en de catering/het bedrijfsrestaurant in de toekomst ook als facilitaire kerndienst kunnen zien?

Zo ja, Waarom? Op welke termijn?

Zo nee, Waarom niet? Wat zou u dan wel als toekomstige kerndienst zien?

-Verwacht u ook verdieping rond (de kerndiensten) voor medewerkers (koffievoorziening en bedrijfsrestaurant)?

Waarom wel / niet? Wat?

Actueel: fruit op werk, logo's met voedingswaardes, gezonder maken van catering

- Ziet de u deze kern ook als een cluster waarbinnen meerdere producten vallen?

Zo ja: Welke producten? Waarom?

Zo nee: Waarom niet? Wat ziet u wel als een cluster?

Verwacht u in de toekomst ook uitbreidingen binnen dit cluster met andere diensten voor medewerkers?

Waarom? Stomerijservice, winkeltje, etc. Zowel in het algemeen als bedrijfsspecifiek.

Welke verdere ontwikkelingen op het gebied van faciliteiten voor medewerkers voorziet u in de toekomst?

Waarom?

Zijn er verder nog aspecten die u van belang acht voor mijn onderzoek maar die wij niet besproken hebben?

Bedankt voor uw medewerking.

Vragen of hij/zij het op prijs stelt om een samenvatting van de resultaten te ontvangen.

Appendix 3 SUMMARY VALIDATION SESSION (Dutch)

Samenvatting paneldiscussie

Opvattingen van facilitair beleidsmakers over diensten voor medewerkers (gemaksdiensten)

Datum: vrijdag 13 juni 2008, 10:00 – 12:00 uur

Locatie: Foodstep, Wageningen

Inhoud:

- | | | |
|----|----------------------------|-------------|
| 1. | Deelnemers | p. 1 |
| 2. | Brainstorm diensten | p. 1 |
| 3. | Brainstorm motieven | p. 2 |
| 4. | Presentatie | p. 3 |
| 5. | Stellingen | p. 3 |

Nadat discussieleider Nicole Kleuskens alle aanwezigen welkom heeft geheten, geeft zij een korte toelichting op het doel van de sessie, om open te discussiëren over de motieven die binnen organisaties leven om extra diensten voor medewerkers (gemaksdiensten) aan te bieden.

1. Deelnemers:

Edwin Smit	Account director NXP account	Arcadis Aquamen
Lex Medendorp	Directeur sales	Sodexo
Annet de Haas	Hoofd operational services	Wageningen UR
Hedy Heijting	Secretaris facilitair bedrijf	Fortis
Claudia Alfien	Consultant	Twijnstra Gudde
Wessel Griffioen	Hoofd facilitair bedrijf	Ziekenhuis Gelderse Vallei
Olaf Broeders	Site manager	Facilicom

Overige aanwezigen:

Nicole Kleuskens	Business Unit Manager en discussieleider	Foodstep
Evelien Leegwater	Consultant	Foodstep
Dries van Wagenberg	bijz. hoogleraar FM	Wageningen Universiteit
Rolf Heling	afstudeerder	Wageningen Universiteit en Foodstep

2. Brainstorm diensten

Bij diensten die specifiek voor de medewerkers worden aangeboden door een organisatie, samengevat onder de noemer 'gemaksdiensten' worden in een brainstormsessie de volgende diensten genoemd:

Bedrijfsrestaurant	Winkel (food en non-food)	Autoservice
Kinderopvang	Luxe koffie + kleine snack	Helpdesk ICT privé
Boodschappenservice	Traiteur	Bloemen
Stomerij	Postservice	Thuiswerken + inrichting
Fitness/sport/revalidatie	Massage	Kapper
Stoelmassage	Fietsuitleen/repairatie	Bus
Shuttle service	Greenwheels	Mobility mix
Kerstpakketten service		

Onder gemaksdiensten worden diensten verstaan die door de werkgever als een extra service aan de medewerker worden aangeboden en waarvoor de medewerker zelf (gedeeltelijk) moet betalen.

3. Brainstorm motieven

Op de vraag om de motieven te noemen om gemaksdiensten wel of niet aan te bieden, worden de volgende motieven genoemd:

Wel	Niet
<ul style="list-style-type: none"> o Unieke expertise o Minder verzuim o Imago, onderscheidend in de markt o Sustainability/ranking o Hogere productiviteit (geeft rust, ontzorgt) o Binden en boeien (zkh: parkeren + kinderopvang erg belangrijk) o Bij krappe arbeidsmarkt investeren o Gezondheid/welzijn/verzuim (stimulans) o Samenhang, netwerken (bij gezamenlijke diensten) o MVO (gezond, sociaal). MVO is hot. Werkt ook als niet-argument o Kosten/baten verhouding o Secundaire voorwaarde om personeel te werven o Sustainability motieven o Terugbrengen autogebruik o Terugdringen m² door thuiswerken o Vrouwen in arbeidsproces houden (kinderopvang) o Medewerkers ontzorgen o Omvang van de organisatie o Service kosten FM o Zolang het overzicht blijft en de 'menukaart' overzichtelijk blijft o Rendabel: commercieel terug verdienen o Trendsetter o Arbeidsmarkt → onderscheidend vermogen o Binding van personeel aan het bedrijf o Boeien o Prijzen scherp o Generatie X Y → uniciteit o Vooral wanneer er veel concurrentie is of unieke kwaliteiten o Goed werkgeverschap o Thuiswerk, minder vervoerskilometers 	<ul style="list-style-type: none"> o Kosten/financieel (belangrijkste) o Core business (moet ik dit willen) o Economisch slecht weer (bezuinigingen) o Ruimte (m²'s) o Geen eigen FTE's o Verantwoordelijkheid bedrijf (het houdt ergens op) o Management last o Verantwoordelijkheid personeel (eigen keuze) o Niet over de top (RVB: kunnen we dit maken) o Economisch slecht weer o Kosten vs rendement o Business case negatief o Filosofie: "geen trendsetter" o Niet te klein o Doelgroep → aanwezigheid / bezetting (laag) o Type organisatie niet passend o Omgeving biedt al faciliteiten o Markt o Verhouding werk-privé o Focus o Uniform beleid (niet te groot verschil tussen directie en productie) o Verantwoordelijkheid personeel (eigen keuze) o Mean & lean

Belangrijkste redenen om wel gemaksdiensten aan te bieden: Productiviteit, binding, onderscheidend vermogen. De belangrijkste reden om geen gemaksdiensten aan te bieden is: kosten.

Gekke gemaksdiensten die de deelnemers tegen zijn gekomen: reisbureau aan huis, pakken service, tuktuk service.

Opmerkingen:

- o Reductie ziekteverzuim + revalidatie = voordeel sport
- o Inkoopgedreven vs facilitair gedreven vs P&O gedreven: wie is leiding? Wie zit in de top (en neemt de uiteindelijke beslissing om een dienst wel of niet aan te bieden).
- o De basis moet eerst goed zijn (de werkplek, parkeerplaatsen, etc.), voordat de facilitaire afdeling zich met gemaksdiensten kan/mag bemoeien.
- o Gemaksdiensten direct aan productie gerelateerd: eerder investeren
- o Verder van basiswerkzaamheden, dicht bij nulbalans? → is afhankelijk van werkzaamheden.
- o Wat doen de concurrenten?

4. Presentatie

Rolf Heling geeft een presentatie over de resultaten van zijn onderzoek (zie bijlage: hand outs presentatie). De deelnemers scherpen de resultaten aan. Het motief 'traditie' wordt niet echt als een motief gezien om een gemaksdienst aan te bieden. Een dienst die waarbij traditie het voornaamste motief is om deze dienst aan te bieden, wordt eerder gezien als een basisdienst, welke 'opgeplust' kan worden met extra aspecten. 'Binding' en 'imago van de organisatie' worden wel erkend als motieven om gemaksdiensten aan te bieden.

Dries van Wagenberg oppert een top 3 in gemaksdiensten: Catering, sportfaciliteiten en thuiswerken. De discussie is het er niet mee eens om op basis van de interviews een top 3 te vormen, ten eerste vanwege het geringe aantal interviews en ten tweede vanwege de grote diversiteit in organisaties in Nederland. De deelnemers vinden wel dat deze 3 diensten belangrijke/voornamste gemaksdiensten zijn, maar dat er dus niet van een top 3 gesproken kan worden.

5. Stellingen

Stelling 1:

Naast traditie, zijn goed werkgeverschap en maatschappelijke druk de belangrijkste motieven om catering (gemaksdiensten) aan te bieden. Economische motieven (hogere productiviteit, lager ziekteverzuim) spelen geen rol om catering (gemaksdiensten) aan te bieden.

De deelnemers zijn het met het eerste gedeelte van de stelling eens. In het tweede gedeelte van de stelling stuit het woord 'geen' op verzet, dit woord kan beter vervangen worden door 'ook.' De deelnemers zijn dan ook van mening dat catering vanuit een economisch motief kan worden aangeboden.

Tevens wordt geopperd dat catering inmiddels een basisdienst is, welke opgeplust kan worden door extra voorzieningen (koffiecorner, luxer assortiment) aan te bieden. Tegenwoordig ook steeds meer gezonde producten in het basispakket. Eco speelt ook een rol.

Stelling 2

Er is een groep van diensten voor medewerkers die sterk op elkaar lijken (gemaksdiensten). Catering neemt hier een belangrijke plaats in. Deze diensten zouden dan ook in een 'cluster' gezien kunnen worden: diensten voor de werkende mens (gemaksdiensten).

Catering wordt gezien als een basisdienst, niet zozeer als een gemaksdienst. Er wordt in het algemeen door facilitair beleidsmakers nog per dienst gekeken, nog niet naar de gemaksdiensten als geheel, maar dit zou in de toekomst misschien wel kunnen gaan gebeuren. Er wordt gesuggereerd dat er door technologische ontwikkelingen steeds meer mogelijk wordt. Wel zijn er een aantal belastingtechnische beperkingen die verdere ontwikkelingen van de gemaksdiensten (nog) in de weg staan, bijvoorbeeld het belasten van eten buiten de deur. Wel bieden gemaksdiensten de medewerker de mogelijkheid om werk en privé beter te integreren. De discussie of een toename van het aantal gemaksdiensten geaccepteerd wordt blijft bestaan.

Stelling 3

De persoonlijke opvattingen van de facilitair beleidsmaker spelen een sterke rol bij de besluitvorming over gemaksdiensten.

Deze stelling geldt op initiatieveniveau, besluitvorming vindt op een ander niveau plaats. De stimuli zijn heel divers: leverancier, gebruiker, klant, beslisser, financier. Maar allereerst moet er gekeken worden naar de afname en draagvlak (via tevredenheidsonderzoeken), om te kijken waar de medewerker behoefte aan heeft. De initiëring ligt vervolgens bij de facilitair beleidsmaker. Deze kan vaak wel zelf beslissen over de uitbreiding van een bestaande dienst, maar niet over de invoering van een nieuwe dienst. Een discussiepunt bij een nieuwe dienst is vaak of een dienst aan P&O, facilitair of beide gerelateerd is en wie wat organiseert.

Stelling 4

Gemaksdiensten worden slechts aangeboden om het imago van de organisatie te ondersteunen.

De discussie is het niet met deze stelling eens, maar vindt wel dat gemaksdiensten onder andere worden aangeboden om het imago te ondersteunen en dat het imago van de organisatie niet het enige motief is. Maar gemaksdiensten stimuleren het imago wel degelijk.

Stelling 5

Thuiswerkmogelijkheden kunnen gezien worden als een gemaksdienst voor de medewerkers.

Deze stelling wordt als juist beoordeeld, met daarbij de kanttekening dat thuiswerken zowel voordelig is voor de werkgever als de werknemer. De werknemer kan werk en privé beter combineren en hoeft minder te reizen, de werkgever bespaart kosten (reiskosten, m²'s en meer productieve medewerkers).

Stelling 6

De motivatie om een dienst voor medewerkers aan te bieden, is onafhankelijk van het feit dat de facilitaire organisatie de dienst in eigen beheer regelt of alle diensten integraal heeft uitbesteed.

Dit zou zo moeten zijn, maar de combinatie 'klopt' niet. De motivatie om een dienst aan te bieden moet vanuit de vraag komen en er moet voldoende afname zijn. Ook het bedrag dat de medewerker zelf moet betalen (tarieven) speelt een belangrijke rol, net zoals de kwaliteit, daar kosten en kwaliteit sterk aan elkaar gekoppeld zijn.

Extra:

- 'Kruisbestuiving' kan een bijkomend voordeel zijn van gemaksdiensten, bijvoorbeeld interactie met medewerkers van andere organisaties in een Grand café.
- Het onderscheid tussen echte gemaksdiensten en meer standaard diensten moet nog duidelijker worden geformuleerd (wanneer kunnen we iets als gemaksdienst zien - sterrenniveau, structuur in aan brengen- misschien op basis van NEN 2748).
- Het is niet zeker of de 'top 3' wel de echte 'top 3' is.
- Er dient voorzichtig nagedacht te worden over de toekomst.
- De media beïnvloeden de facilitair beleidsmaker ook, naast partijen als de medewerkers en de leveranciers.
- Catering wordt soms al als onderdeel van bedrijfsproces gezien. Ontwikkeling van zelfstandig werken.
- Met betrekking tot de grootte van de organisatie is er waarschijnlijk een bepaald punt waarbij het mogelijk wordt om meer gemaksdiensten aan te gaan bieden, waarbij er voldoende vraag is en het lonend is zulke diensten aan te bieden. Er wordt geopperd dat deze grens mogelijk bij 1000 pandbewoners ligt. Deze grens zal lager komen te liggen naar mate de werkgever (meer) gaat subsidiëren.

Appendix 4 CLUSTER OF SUPPORT SERVICES (Chotipanich)



Figure A4.1: Cluster of support services (Chotipanich)

Appendix 5 CATERING

In this appendix, the concept of catering will be explained.

According to the "Van Dale groot woordenboek van de Nederlandse taal"¹⁹ catering can be defined in the following way (in Dutch):

Catering (m.;g.mv.) [Eng.],

1 verzorging en levering van kant-en-klaar voedsel en drank op feesten;

2 het voedsel dat bij catering (1) geleverd wordt.

This definition is based on an expertise that is called "party catering" in the Netherlands. Most people do not think about this by hearing the word catering. They think about a company restaurant or other facility for food and drinks at their workplace. This appearance of catering is officially not called catering. But due to the fact that these facilities are well known in the Netherlands as catering, another definition of the concept is needed here.

Berg et al. (2003)²⁰ describe catering in the following way: "Catering is the organised preparation and supplying of food and drinks to large amounts of people on other locations then horeca locations (HOTel, REstaurant, CAfé/pub)".

Hereby, Berg et al. makes a classification into four main groups, with several sub groups in it:

1. Contract catering

Based on a contractual long term agreement taking care of the restaurant facility in a professional way at a company, (governmental) organization, other then a horeca location.

- a. Company catering
- b. Institutional catering
- c. Educational catering
- d. Vending machine catering
- e. Leisure catering

2. Remote site catering

All kinds of hotel based services providing 'away from the occupied world'

- a. Off-shore catering
- b. Navigation catering
- c. Compound catering

3. Party catering

Taking care of providing food and drinks and other project based products or services on any whimsical location, not depending on a certain place and / or moment.

4. Transport catering

- a. Air traffic catering (in-flight catering)
- b. Rail catering

¹⁹ Source: Van Dale groot woordenboek van de Nederlandse taal, 2005.

²⁰ Source: Book: Berg, H.A.A. van den, Berkhout, S.J. and Cornelis J.H.F.M. (2003) *Cateringmanagement, professioneel bekeken*. Utrecht: Lemma.

The Dutch Central Office for Statistics (CBS) gathers also information about the catering branch, for example about the total turnover in catering and canteens and about the costs composition in catering. The CBS use the following definition for the concept of catering: *"Business canteens, school canteens and –kitchens, university refectories, messes and canteens for soldiers, etc. Air traffic catering, vending machine catering, exploitation of sport canteens. Distribution of prepared meals and small dishes for mostly once in a time events like a marriage, parties, receptions, etc., congresses, banquets and other special celebratory happenings. Providing of prepared meals and other eatables which are delivered only by a delivery service"*. This definition does only count for catering which is executed by a third party and catering *"in own guardianship"* excluded.

Foodstep itself uses another classification of different kinds of catering in her Essentials 2007/2008²¹, in which a distinction is made into Companies, Institutional, Education, Transport and Petrol / tank shop. Catering is defined by Foodstep as: *"The providing of food and drinks to consumers as part of the function of the own organisation by which the consumption takes place primary outside home"*. The outsourcing of catering consists according to Foodstep of: *"the definition mentioned above, in order of third parties"*.

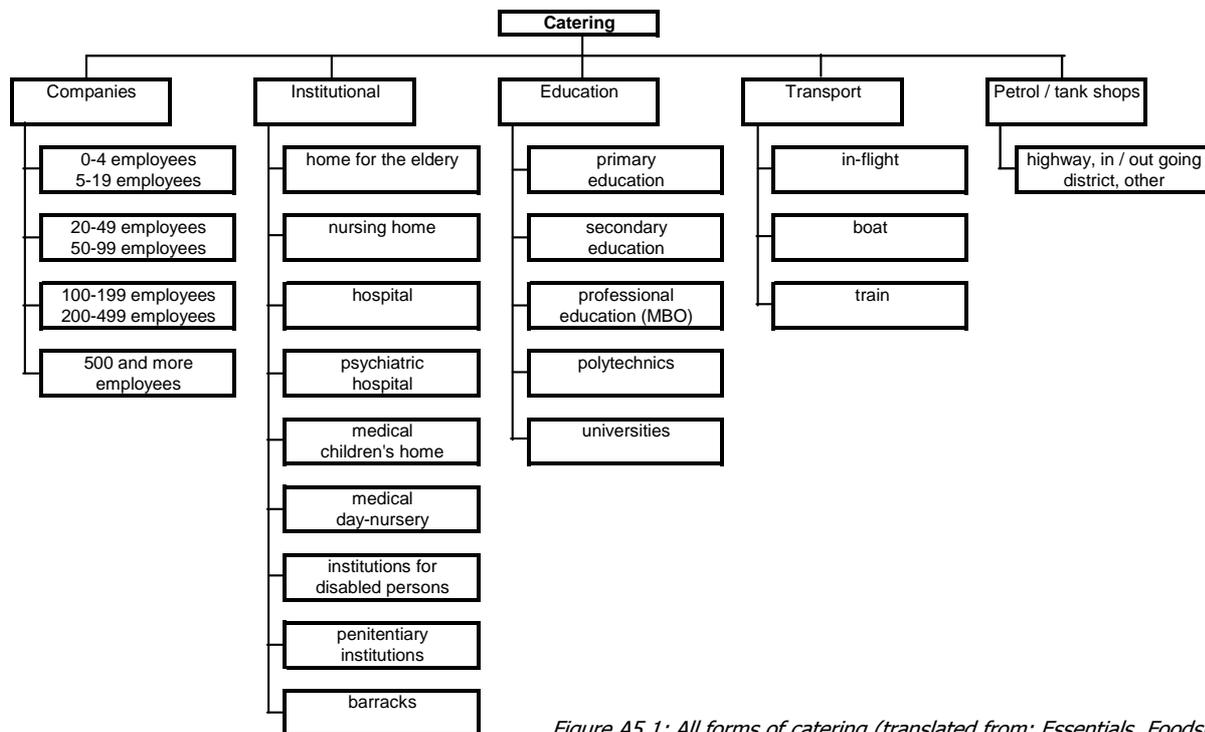


Figure A5.1: All forms of catering (translated from: Essentials, Foodstep, 2008)

During this project, the focus will lay on company / industrial catering en partly on vending machine catering. Catering is maybe not the correct word here; it is too broad for this project. But to promote the readability , the word catering will still be used. By the concept of catering, the facilities for food and drinks at the workplace are meant. There can be thought of (coffee) machines, the personnel restaurant and sandwich service.

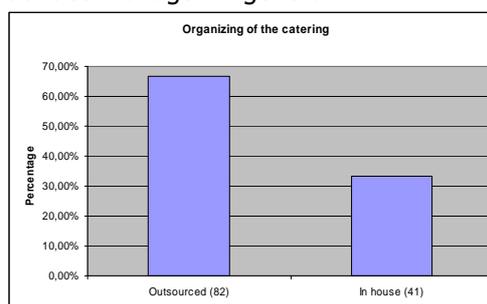
²¹ Essentials is yearly published document by Foodstep, which contains basic figures of the foodservice branch.

Appendix 6 RESULTS CATERING RESEARCH 2007

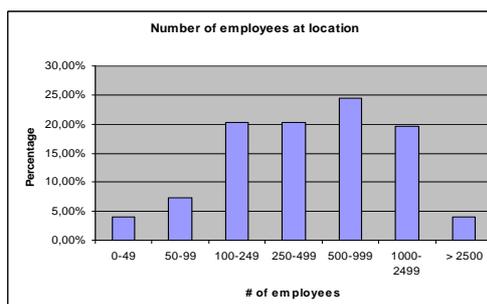
In this appendix, the most relevant results of the national catering research 2007 of Foodstep (2008) in relation to this research are presented.

In the fall of 2007, Foodstep executed the National catering research, in which 123 facilities managers gave their opinion about the organization of the catering within their organization. In this document, the most important results will be presented in graphs. Due to the relative low number of respondents, no conclusions can be drawn for the whole population, which means that only a few conclusions can be drawn on statistical significant information. Nevertheless, the results of the research show the most important trends and a global picture can be drawn of the facilities manager in general.

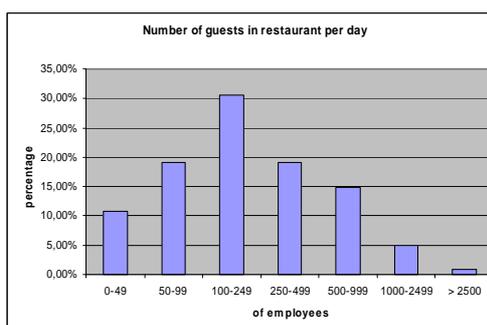
From the 123 facilities managers who filled in the questionnaire, 82 managers (67%) have outsourced the catering and 41 managers (33%) have in house facilitated catering.



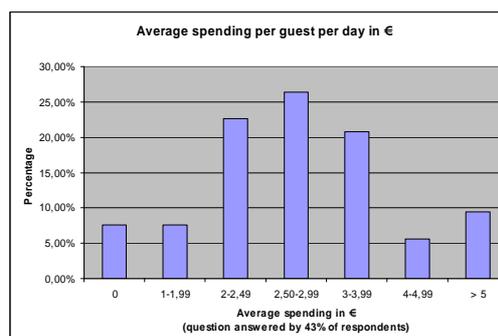
Regarding the number of employees working with in the organizations, 20% has 100 to 250 employees and 20% has between 250 and 500 employees. 48% of the organizations have over 500 employees.



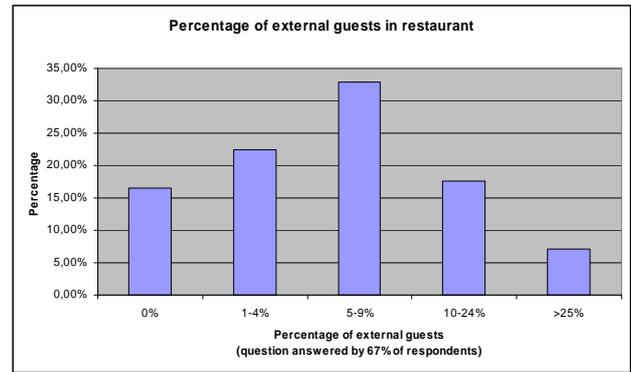
That not all employees make use of the catering facilities, is made visible by the graph which shows the number of visitors of the restaurant per day. Only 4% of the questioned organizations have less than 50 employees, but 11% of the companies have less than 50 visitors of the restaurant per day. Most restaurants (31%) get 100 to 250 visitors a day. Only 21% of the restaurants get more than 500 visitors a day. The smallest restaurant gets 20 visitors per day, the largest gets 2500 visitors per day.



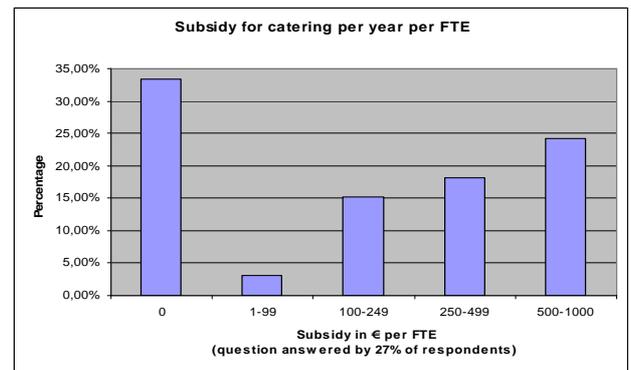
The average spending of the visitors of the restaurant is € 2,83 per visitor according to the facilities manager. Over 70% of the visitors spend between two and four euros in the restaurant.



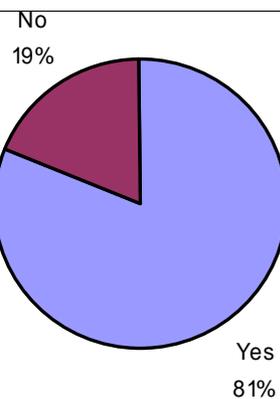
In average, 8,70% of the visitors of the restaurant is an external visitor. In one company, the number of visitors is even 70%. Based on these figures, it can be assumed that the restaurants are in common to a large extend in such a way organized that also external visitors can make use of the facility without any adjustments.



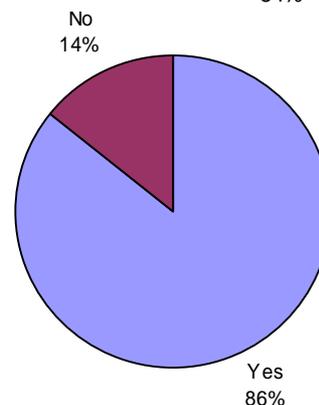
According to the subsidy given to catering by the hosting organization, in 33% of the cases the catering is totally commercial. There is no subsidy given. From the companies who give subsidy, the average amount of subsidy given is € 256,97. There is one company which said to sponsor € 12.000 per employee and one company which sponsors € 150.000 per employee. These companies are not taken into account.



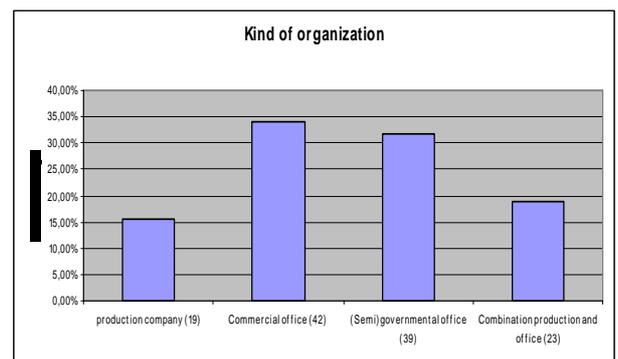
Unless the fact that 33% of the companies does not give subsidy for catering, still 81% of the organizations does have a social package.



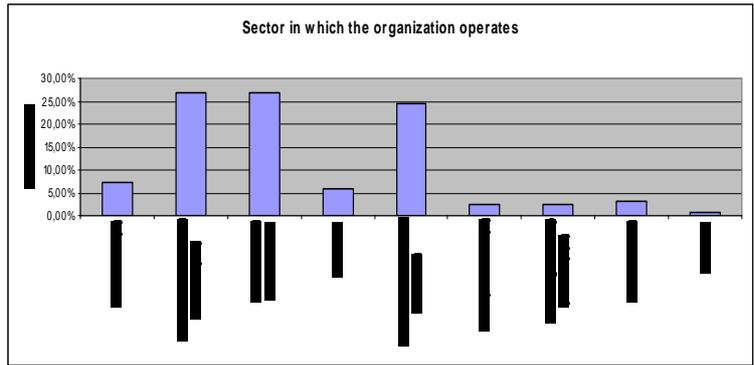
In 86% of the organizations, the management team makes also use of the common restaurant facility. In the other organization, the management gets lunch at an external location, gets lunch in their room (provided by the caterer or brought to hem by the secretary) or have lunch in a special room.



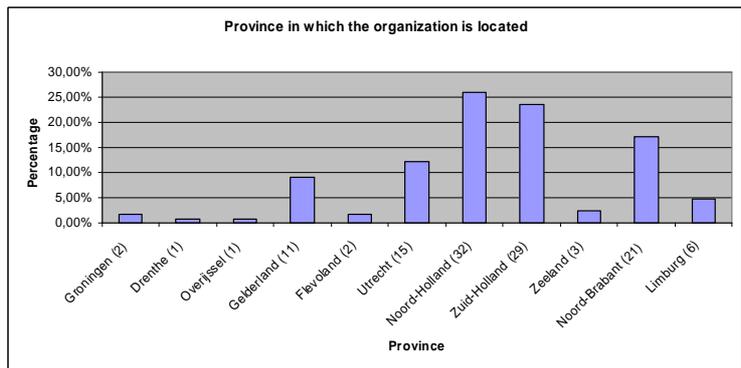
Comparing the kind of organizations which participated in the research, a distinction can be made between production companies (15%), commercial office (34%), semi governmental office (32%) and a combination of production and office (19%).



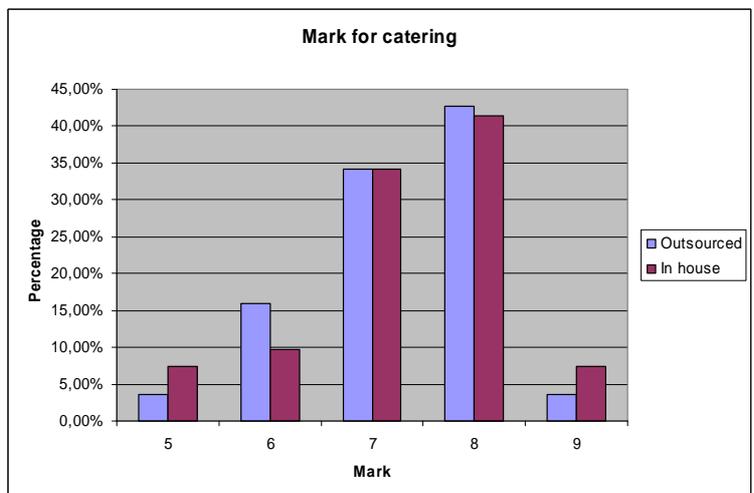
When looking to the sector in which the organization is operating, it can be concluded that most organisations which participated in the research are active in the financial or commercial services (27%), Governmental services (27%) and industry or construction work (24%). Furthermore, there were some companies included in the Health care sector (7%) and Trade (6%)



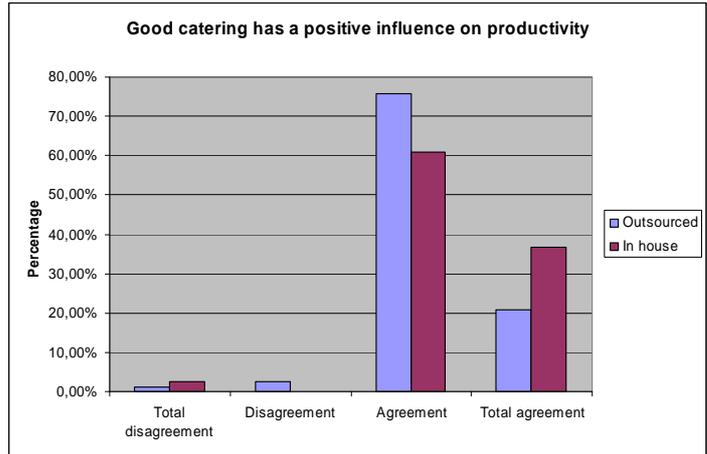
Comparing the provinces in which the questioned organizations are located, it can be concluded that 50% of the companies are located in Noord- or Zuid Holland. Other quite well represented provinces are Noord Brabant (17%), Utrecht (12%) and Gelderland (9%). Compared to the most business rich environments in the Netherlands, these figures give a realistic overview of distribution of companies in the Netherlands.



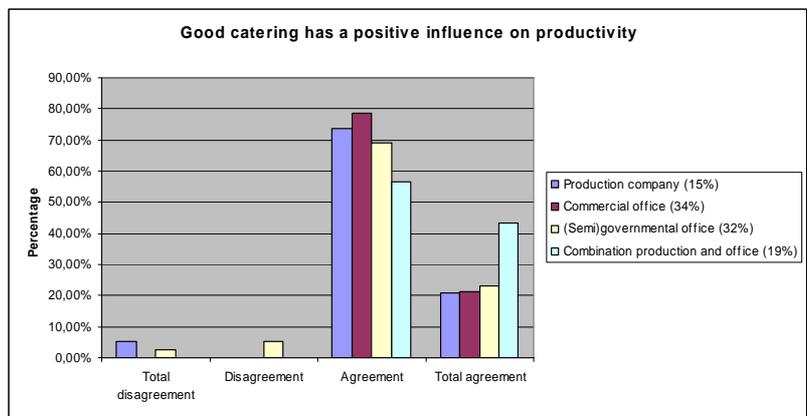
By comparing the marks given to the overall performance of the catering facility, no statistical significant difference can be shown between organization which outsourced their catering to a caterer and companies with in house catering. The average mark given to the catering facility is 7,28 (on a scale from 1 to 10).



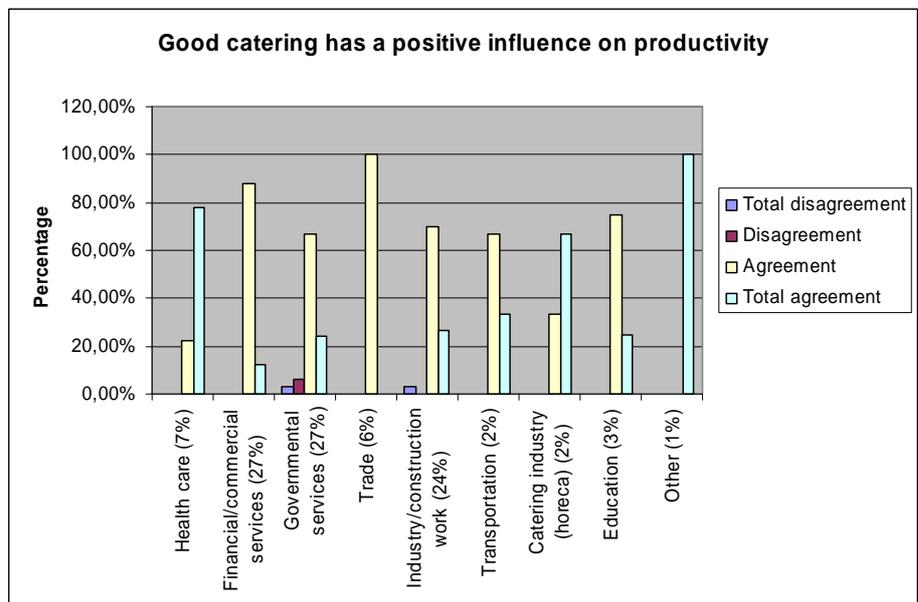
But at other aspects, there are differences in the perception of facilities managers who outsourced the catering and who kept it in house. This can be seen in the influence in productivity. Facilities managers who kept the catering in house do think to a large extend that good catering has a positive influence on productivity. Facilities managers who outsourced the catering, think also that good catering has a positive influence on catering, but to a lower extend. Based on this figure, it can be assumed that the higher level of productivity is a important reasons for organizing the catering in house.



Based on this figure, it can be concluded that facility managers of organization which consist of a combination of production and office, agree to a larger extend to the statement that good catering has a positive influence on productivity.



This figure shows the value facilities managers give towards the influence of good catering on productivity grouped by sector.



Appendix 7 INTERVIEWS EXECUTED

#	kind of organization	(not for) profit	Kind of jobs	province
1	Educational institute	not for profit	white collar	Gelderland
2	Educational institute	not for profit	white collar	Gelderland
3	Municipality	not for profit	white collar	Gelderland
4	Potato processing company	profit	blue collar*	Groningen
5	Energy company	profit	white collar	Zuid Holland
6	Container handling company	profit	blue collar*	Zuid Holland
7	Engineering agency	profit	white collar	Utrecht
8	Ministry	not for profit	white collar	Zuid Holland
9	Municipality	not for profit	white collar	Drenthe
10	Financial company	profit	white collar	Utrecht
11	Publishing/printing company	profit	white collar	Noord Holland
12	Truck producing company	profit	blue collar*	Noord Brabant
13	Ministry	not for profit	white collar	Zuid Holland
14	Coffee producing company	profit	blue collar*	Utrecht
15	Restaurant of the Future, Wageningen, Gelderland			
16	Integrated facilities services provider, Eindhoven, Noord Brabant			

Organizations with a * do have mainly blue collar jobs, but also white collar jobs.