

CONCLUSION

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This book is a thorough analysis of the Facility Management (FM) discipline and sector. The in-depth examination of the scientific taxonomy, of the Italian and European markets, of organizational models and FM legislation proves how much FM is complex and dynamic.

The FM discipline, however, is not fully mature, both from a scientific and a professional point of view, and some problems concerning FM contracts remain unsolved.

With this book the authors suggest some solutions to the FM contract criticalities. Research has shown that problems are basically caused by the inability of the parties to keep up with the dynamic variables of the sector:

- changes of the end-users' needs;
- changes of the client's requests;
- demand for higher quality services;
- changes of technology;
- evolution of organizational logics;
- evolution of management systems.

The suggested solution to these problems is a new FM model that is based on the concept of "openness" toward the abovementioned dynamic variables as well as toward all those players who are capable to substantially improve the contract (professionals, consultants, research centers, etc.).

To emphasize the openness concept, the new model has been named Open Facility Management (OFM). It has been successfully applied to a real contract – the one awarded by the Health Agency of Trieste to the Temporary Association of Companies coordinated by Consorzio Nazionale Servizi – and currently it is still developing.

The OFM approach, compared to the traditional FM one, is a real changeover, so that we can refer to it as a new paradigm.

Other than the conventional relationship level between client and contractor – the juridical one through the flexible contract – OFM suggests two new relationship levels: the managerial one through the shared performance measurement system and the organizational one through the Partnership Table.

OFM considers contractual incompleteness as a structural problem and finds the solution not only at juridical level (where the problem lies), but also at the organizational and managerial ones.

As it often happens in business management, the solution may be found somewhere else than where the problem occurs. Finding new solutions is not a difficult task: willingness and determination of being "open" are enough. Closeness leads to nowhere.