

IP-5 BCIM

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Executive summary

This report was commissioned to examine the comparisons and differences in the Facility Manage climate from The Netherlands with Germany, France and Luxembourg. It will also outline the recent events and trends in these countries. The methods we used consist of both, desk research and field research. For the field research we interviewed professionals in the field of facility management and gained valuable data.

Our results showed that there are some major differences in the level of quality that should be provided, together with the revenue that you expect to get. Furthermore, there are demands for different types of facility managing services. The distribution of the demand in The Netherlands differs significantly from the distribution in France, Luxembourg and Germany. The largest differences are in the culture and business etiquette in the countries, the behaviour during a business meeting is France is more about relationship-building and Germany and The Netherlands are more down to business. Many more differences are stated throughout the report.

The report contains valuable information about the facility management climate in the four countries, there is a lot of primary research conducted in order to get reliable and trustworthy data. We therefore recommend BCiM to:

- Adapt to each country's culture and business etiquette
- Establish a contact in order to be able to communicate in the domestic language
- Create a pricing strategy for these countries

After this is done correctly the company is ready to expand to Luxembourg, France and Germany.

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Chapter 1. Introduction and company background

First off all we would like to explain the relationship between the sponsor company BCiM and ourselves. We want to use this relationship in order to get more information from the field and gain access to a network which could help us further define our research.

Bos Consultancy & interim management (BCiM) is a consultancy organization which is established in 1997 by Alexander Bos. It is a sole proprietorship that operates from its offices in Rijswijk, internationally. The company provides:



- professional advice on organizations
- coaching & recruitment services
- interim management activities at an operational, tactical and strategic level

Their mission statement is:

“BCiM provides creative, customer and result-oriented management capacity and advice at an operational, tactical and strategic level”.

Their vision is to provide their customers high-quality solutions in an efficient and effective way in order to meet the expectations in the interim management sector.

BCiM’s main expertise is in general and technical services. The company can assess for market conformity and evaluate the efficiency. There is also a service provided where they can support and coach general and technical services in order to professionalize these sectors.

There is also a possibility to provide temporal staff in case there is a shortage in knowledge, their function can be taken over by a manager of their company or simply fade away after the improvements are done. Moreover, BCiM can draw up and implement practical procedures and work instructions for the staff of the client.

The report that the company will submit with their services is not a heavy book, but it describes possibilities for improvement in a direct and precise way, so the client can implement these immediately.

As mentioned before, BCiM was founded by Alexander Bos. He has experience in the field of general and technical services, educational and training services, and political and document management. Moreover, Mr. Bos was a committee member of the association Facility

Management Netherlands (FMN). This means that the company already has a large network, much knowledge, and sufficient experience.

FMN is the facility management organization in The Netherlands with lots of connections. The organization has 2400 members consisting of professional consultants and all kind of entrepreneurs. Therefore the organization has a strong network and all the members get informed about various markets by an experienced professional. This is beneficial for BCiM as well, since Mr. Bos has been there a committee member for several years. Here he created many relationships with professionals and members of the organization which is a good thing to have when you start your own business.

The next thing we will provide you with is our research proposal which includes our central, desk and empirical research questions. Followed by the research objectives, design and strategies. The last part of our research proposal consist of the desk research methods and field research methods.

Next to the proposal, we will provide you with our findings concerning the central research questions, which is ‘ ‘ How is FM practised in the Netherlands, and how can we compare this with Luxembourg, France and Germany? And how do the contemporary and modern events affect FM?’ ’ We will start providing you with the desk research findings, continued with the empirical findings. To finalize the report we will sum up the most important factors in the report in the conclusion, provide you with a recommendation, and finally, at the request of Alexander Bos, we will hand in a potential press-release.

Chapter 2. Research Questions

Central research question:

How is FM practised in the Netherlands, and how can we compare this with Luxembourg, France and Germany? And how do the contemporary and modern events affect FM?

Desk research questions:

Facility Management Question:

- What is facility management? (FM)

Cultural Questions:

- Are there any significant cultural differences on the work floor in France, Germany and Luxembourg compared to those in The Netherlands?
 - Specific ways of conducting business, rules and regulations/ do's and don'ts
 - We will provide you and us, with a small Pestel analysis to get an idea about the country and market aspects
- What are the business etiquettes for meetings in the different countries?

Operation management question:

- Are there any significant trends noticed in the FM area according to the internet?

Marketing/Financial Question:

- What is the competition in FM service sector in the Netherlands, Germany, France and Luxembourg in terms of market size?

Field research questions:

We started off by interviewing Aad Otto (field research), because he is the director of Facility Management at The Hague University. Alexander Bos indicated that he would be very useful to gain information at the start of our project. So, our research population consists of Aad Otto, Alexander Bos and the people which we will find through Aad Otto. We needed an overall view of the markets we were going to investigate, therefore we have decided to ask these questions in our questionnaires to the three research populations.

Strategic Management Question:

- Which persons (and/or companies) are we going to investigate in order to answer our central research question in Germany, France and Luxembourg?
- What is the secret of conducting successful facility management on an international level?

Cultural Questions:

- What are the main priorities where the countries emphasize on when conducting business? Are they for example service oriented on how the consumer experiences their service or are they more focused on the technical aspects of their service?
- What are the do's and don'ts in the FM climate in the countries which we investigate?

Operation Management Questions:

- Are the persons (and/or companies) operating national or international? And is this company the headquarter or a subsidiary of the company?
- Are there any significant trends noticed in the FM area according to our interviewees?
- What obstacles are the companies currently facing?

Finance Questions:

- What was the impact of the economic crisis?

Chapter 3. Research objectives

Our research objectives are centred on the cultural aspects for a facility manager to handle when establishing a contract with a company in France, Germany, and or Luxembourg. We want to know, with emphasis on culture, what the difference for a facility manager in the Netherlands is and with a facility manager in one or more of these countries mentioned above. It is up to us to investigate what the Facility management climate defines, what pitfalls can be encountered, and what can be learned.

The objectives we have established:

- To obtain relevant and specific information about FM in the Netherlands
- To obtain and compare specific and relevant information about FM in Germany, France and Luxembourg with the Netherlands
- Gain knowledge about the cultural aspects in conducting business in the countries mentioned above
- Provide BCIM with an analysis regarding cultural aspects according to ‘Trompenaar and Hofstede’.

Chapter 4. Research design

This research is started to gain more insights in FM across cultures and mainly to develop direction for future research.

Our research will is based on an interpretive approach. This means that all knowledge gained by this research project is based on interpretation. We gained information in an inductive approach. This means that we have developed theories by doing field research and obtaining new insights and we have applied theories in our desk research.

We have studied ‘the here and the now’ which indicates a cross-sectional study. Besides this study, we focussed on exploratory, explanatory and descriptive studies.

Chapter 5. Research strategies

In this IP-5 project we were facing a real-time business investigation. We have applied models and theories to answer our desk-, field- and central research questions.

The strategies we have used are:

- Interviews, structured and semi-structured. The interviewees are:
 - Alexander Bos – Owner of BCiM and sponsor of this project
 - Aad Otto – Director of Facility Management at the Hague University
 - He could give us direction and contact persons for further research which include Henri van der Brug and Loet Noordeloos
 - Henri van der Brug – Director of the Facilities Management department at the Hague University
 - Has been involved in many projects regarding FM practices. That is why Aad Otto indicated him as a potential interviewee.
 - Loet Noordeloos – Facility Manager at Siemens
 - Has over 38 years of experience as a facility manager and Siemens is a company operating internationally. That is why Aad Otto indicated that this would be a helpful person when researching the FM environment on an international level.
- Case study (empirical investigation)

Chapter 6. Desk research

The first step that was required to start the research was to start gathering data from the internet. We chose as a group to work as efficiently as possible and we decided to split up the group into three small groups. Each group focussed on one country, this way we could cover more ground and gather more information regarding the central research question: ‘‘ How is FM practised in the Netherlands, and how can we compare this with Luxembourg, France and Germany? And how do the contemporary and modern events affect FM?’’.

The following decisions were made:

- Gather information on facility Management Company’s websites, use Datamonitor360, and market line for any online articles

- Check FM magazines and publications for any relevant information for our project.

Our target group consists of our interviewees, which include Alexander Bos, Aad Otto, Henri van der Brug and Loet Noordeloos. The importance of our research lies with the priority of getting familiar with the different cultures that we will encounter in the three countries that Alexander Bos has chosen namely; Germany, France and Luxembourg.

Theoretical framework

The **area** of our research is Facility management. Facility management is a way of supporting a business to achieve their end goals. It is an interim job, a specific task from within the business so it can perform more efficiently.

The **field** of our research is every segment of a company that has to do with facility management. This varies for each company but the main segments are Culture, Marketing, Finance.

Because facility management has a different perception around the world, the **topic** of our research is how does the culture effect facility management?



Secondary data

For the secondary information we conducted online research about the culture of the countries and we have found much information concerning facility management and what recent factors affected companies while operating. Our research can make BCiM more successful in the future if and when international expansion would be an option.

Types of secondary data that we have used

- Documentary; written materials like company databases, journals, and FM related magazines
- Multiple sources; Area-based like country reports and journals. Additionally we have used time-series based like industry statistics and reports and FMN publications

The referencing method used throughout the report is MLA based.

Empirical framework

The environment of the field research consists of the interview with Alexander Bos, owner of BCiM, Bos Consultancy and Interim Management. We got an overview of the company and its operations and the understanding of facility management in the Netherlands and a brief comment on how other countries are cultural influenced.

Our research population is brought to us by the Snowball effect. We started interviewing Alexander Bos, followed by Aad Otto, who recommended to interview Henri van der Brug and Loet Noordeloos.

The interviews were fully structured and semi-structured, we prepared a structured list of questions but we also wanted to hear the experiences of the people who are in our research population.

Chapter 7. Field research

Sampling method

We used non-probability sampling. The methods we used are purposive sampling, where we will pick out our target person/business to interview, which in our case was Alexander Bos. And we have continued with the use of snowball sampling. We started interviewing Alexander Bos, and he recommended to interview Aad Otto, who provided us with the contact details of Henri van der Brug and Loet Noordeloos.

Empirical framework

The data collected consists of opinion and behavioural variables, where the opinion variables resulted in expressing the personal understanding on different aspects related to facility management. The behavioural variables indicated on how the facility managers (Alexander Bos, Henri van der Brug and Loet Noordeloos) have acted in the past and how they are doing in the present and will act in the future, this will get us a better overview of the facility management climate. In general, our empirical framework is be as followed:

- Fully and Semi-structured interviews
- Field research of the environment

Chapter 8. Desk research findings

In this part we will answer the desk research questions in the best way possible.

What is facility management? Hereafter named FM.

FM is the support of the primary and support processes of a company's activities. These supporting activities can range from real-estate to catering to security and many more.



Figure 1. BCIM

In the next part of the desk research we give information about the countries that we have chosen for our research. Firstly, we want to give you a small background analysis according to Pestel (including Hofstede dimensions) to have an idea of the country, followed by a clear overview of how business is conducted in the countries specified. With these analyses we will answer the following cultural related desk research questions:

Are there any significant cultural differences on the work floor in France, Germany and Luxembourg compared to those in The Netherlands?

What are the business etiquettes for meetings in the different countries?

We will start off with the Netherlands because we use this country as the benchmark for the analysis.

Chapter 9. Pestel analysis the Netherlands

Political factors

By having no political responsibility and not being accountable to Parliament, the monarch plays a very important role in the formation of all new coming governments. The Queen, Her Majesty Beatrix, is the current head of the state since 1980. The government is located in The Hague and that is also where most foreign embassies are located. Between Amsterdam, Rotterdam, The Hague, and Utrecht is seen as the Randstad and it is one of Europe's most populated regions.

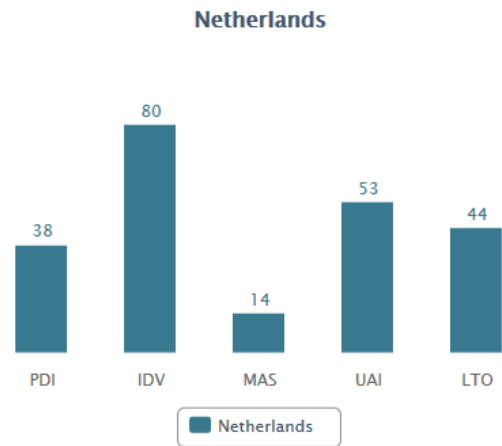
Economic factors

The Dutch economic structure is seen as open, outward-looking and thinking out of the box. The Netherlands has the image of a wealthy country with a lot of potential for foreign investors. The Dutch economy has a strong international focus, as the Netherlands is one of the European Union's most dynamic centers of trade and industry.

Amsterdam's Schiphol Airport is one of the largest airports in Europe. For these reasons the Netherlands is often called, the Gateway to Europe.

Social factors

It is easy to do business with Dutch people because they are very open-minded and thinking internationally. The most people understand English and other languages.



If we take a look at Hofstede cultural dimensions we can see that in the Netherlands it is fairly centralized. The country scores at a low level power distance (38) and that is an indicator that power is decentralized and managers count on the experience of their team members. Employees expect to be consulted. Control is disliked and attitudes towards managers are informal and on a first-name basis. Communication is direct and participative. The society is thought to be highly individualistic (80). In the Netherlands, there is a high preference for a loosely-knit social framework in which individuals are expected to take care of themselves and their immediate families only. Because they have a low score in this dimension (14) they are considered to be very feminine. The country has a bit above average uncertainty avoidance (53) which reflects how uncomfortable the Dutch feel when it comes to doing something which involves an uncertain outcome. Their long-term orientation is a bit below average which means that their plans are mostly more short-term oriented like Middle East European countries.

Technological factors

Consumers have taken a greater interest in where their food and drink comes from. Also ethical issues, such as sustainability, carbon footprints, packaging waste and fair trade have risen in the minds of the population. That's why the need to innovate, in order to create a point of difference plus environmental concerns are driving the growth in alternative ways of improving technology.

Environmental factors

The attention for bigger corporate social problems such as the CO2 issues increased significantly by the Dutch citizens, the media, and Dutch government. Furthermore, the government enforces green thinking on the public and companies through promoting environmentally green activities.

Legal factors

When looking to import rules and requirements the Dutch are free strict and pay a lot of attention to certain aspects. According to the Dutch customs, the importing company always has to report at the Dutch chamber of commerce and the customs office. When it comes to import duty, it only applies on goods imported from a country outside the European Union

The Netherlands has an attractive tariff for most non-agricultural items. Imports from the agricultural sector can have very high and sometimes prohibitive tariffs.

Chapter 10. Conducting business in The Netherlands

The Netherlands is known to be one of the most densely populated nations in Europe. The name 'Netherlands' means 'low lands' and this name came to be because almost a quarter of the country is below the sea level. The Dutch are known for their worldliness, language skills, and later on for their engineering. They do not have a strong national culture but their cultural diversity, tolerance of difference, and receptiveness to foreign influences has always been valued and they stand open for change of the better. To become successful in the Netherlands, one must have a thorough understanding of the Dutch and their way of doing business.

Meeting etiquette

Normal business hours for the Dutch are from 8.30 a.m. to 5.30 p.m. and they find it very important they use their time effectively and expect punctuality when it comes to meetings. Facts, statistics and other hard data are needed to convince them of your intentions other than just words. In the business world of the Dutch, proposals should always be supported by facts and figures and appointments need to be made well in advance and should be carefully scheduled.

Relationship and communication

Even though it is not very important it is handy to know that establishing personal relationships with the Dutch can/may improve professional exchanges. After first contact the Dutch also prefer a fairly personal approach, especially if a business contact will be over an longer extended period. Generally, the Dutch will not be socializing a lot or making small-talk at meetings or other business discussion, they rather focus instead on the task at hand.

The Dutch tend to maintain a clear separation between their personal and business lives.

Negotiations

Handshakes are a common form of greeting in business situations and when you are leaving. Address your Dutch business partner using formal titles and family names until they want you to do otherwise. Meetings are usually formal and well-structured and tend to go according to the agenda. They also have a decision-making process in most organization's and this process may therefore be slow as everyone involved will be consulted before an agreement can be made.

Additional;

Equality between genders is encouraged and women have the same working opportunities as men. But secretly, in some companies, gender biases may still persist that limits women's chances of reaching high managerial positions within the company. The Dutch do not speak openly about their salary with colleagues or friends. They find their financial situation a private matter.

Chapter 11. Pestel analysis Luxembourg

Political factors

Luxembourg, or Grand Duchy of Luxembourg as it is officially named is a constitutional monarchy. It applies the Civil law system as its legal system and is divided in 3 administrative districts, Diekirch, Grevenmacher, and Luxembourg. Luxembourg operates in an economy that has very little interferences with the government about the free market philosophy.

Economic factors

Luxembourg is considered to be one of the wealthiest countries in the world regarding their high GDP. The average GDP per capita (PPP) in Luxembourg is \$81,100.- (CIA, 2011). Luxembourg has a labour force that is estimated to be 207,500 from which 80,6% works in the service industry (CIA, 2011). You could therefore assume that business is being conducted in a highly effective and efficient way.

Social factors

Regarding the social factors, Luxembourg is in a relatively stable situation. A lot of European countries like France are facing aging problems which will affect not only the economy, but also the way of conducting business. A new generation arises with new ethical standards. The median age is 39,5 years (CIA, 2012), therefore adjustments that need to enhance a safe future (a pension) does not have to be realised by increasing tax rates or other measures. We have also consulted the Hofstede cultural dimension analysis website and have discovered the following: Power distance holds a score of 40, in other words, the people of Luxemburg believe that the inequalities should be minimized more than was recently dealt with in the past. The Luxembourgers were known as people who highly respect the authorities and hierarchies, but are starting to let this image go. Luxembourg scores for Individualism 60, which is lower compared to the surrounding countries. This indicates that the Luxembourgers are reasonably individualistic but also believe that there is a social responsibility for everyone. The score for masculinity is equal to 50 and contains the best of both worlds. Masculine at work, but feminine in social affairs. This creates a perfect balance. The last dimension, uncertainty avoidance, scores 70, therefore you can already assume that Luxembourgers are quite reluctant when it comes to the future. The Luxembourgers act with caution when making decisions. There was unfortunately no record to be found for the long term orientation dimension. Although Luxembourg has switched from a industrial economy that was highly specialised in producing and manufacturing metal products, tires, and glass (CIA, 2012) into a service economy, it does not mean that technology is far behind. Luxembourg has a highly developed telephone system that serves every mobile user.

Luxembourg's climate is an oceanic climate that can be compared with the weather that is being encountered in the Netherlands and Belgium. Furthermore, there are no real environmental factors that affect the way of conducting business in Luxembourg. The taxation policies that is being set for products are 15% for the 'luxurious' goods and for normal goods it varies between the 3 % to 6%.

Technological factors

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Environmental factors

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Legal factors

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Chapter 12. Conducting business in Luxembourg

Luxembourg has a low unemployment rate, wealthy and stable economy, and one of the higher GDP rates in the world. These facts indicate that Luxembourg is an interesting place for conducting business. However, success of conduction business in Luxembourg requires a good understanding of the Luxembourgish culture. The official languages are German and French. French and German are fluently spoken by all Luxembourgers. However, The Luxembourgers' identity is based on their national dialect with is spoken at home, or at social occasions; Luxembourgish. French, in most business environments, is the main written and spoken language.

Meeting etiquette

Usually, greeting in Luxembourg is done with eye contact and handshaking. Even though some people might have been working for years together, the relationships tend to be formal. It is appreciated to use someone's formal title, Mr or Mrs and last name is appropriate, until you are told otherwise. When you are invited to a dinner party or similar, bring a gift to the host or hostess, a box of good chocolates or a fine liquor are well-known gifts in Luxembourg.

Relationship and communication

In conducting business, Luxembourgers emphasize on group decision-making, group participation and input, and consensus-building. However, contracts and final decisions often are made by top-management. Because the emphasis lies on group decision-making, Luxembourgers also stress on a system of mutual responsibility and respect. Generally, there is a polite, but reserved atmosphere at the work floor. Luxembourgers emphasize on risk management, they carefully calculate possible risk before entering into an agreement. Inappropriate behaviour includes loudness, exaggeration, bragging and assertiveness, especially at the beginning of a relationship.

Luxembourgers are striving for positive business relationships. Punctuality is a key factor. Being five minutes late for a meeting is a no-go. The business professionals are strictly tight to their schedules. The meetings have a strict agenda, are quite formal and are often very slowly practiced. Impatience is not appreciated. Besides formality and punctuality, Luxembourgers are straight forward, there is no time for small talk or interruptions before or during the meeting. If it fits the schedule, there might be some time left afterwards. The work floor is not a place for private or social meetings or interactions, Luxembourgers prefer to separate their social and business life. Having said that, showing interest for the country, culture and people can be highly appreciated. In this country it is subtleness is more valued than directness.

According to communicaid "The traditional Luxembourg business structure tends to be very autocratic and follows a strict pattern of hierarchy". Formal meetings are for briefing and formalising decisions made by the boss with input from relevant experts". Nevertheless, corporations today try to manage a more informal way to conduct business and to allow more participation from the so-called lower-levels.

Negotiations

To negotiate successfully in Luxembourg, their manners should be taken into account. Decisions are only made by top management. As mentioned above, politeness and a reserved atmosphere are characteristics of negotiations. However, overfriendliness is not appreciated.. You are not supposed to sit down before the chairman tells you to sit down and where to sit down. Eye contact is appreciated and expected. There is no time for chats, they come directly to business. The business culture in Luxembourg tells us not to use high pressure tactics and to watch out for confrontational behaviour. Decisions tend to be reached slowly and often private because the focus in Luxembourg lies on short- and long term decisions.

Additional;

The people in Luxembourg emphasize on the fact that people should look clean and neat. Women are supposed to wear dresses or suits and men are ought to wear suits and ties. There are exceptions in some businesses, but this is the standard way of appearing.

Chapter 13. Pestel Analysis France

Political factors

There are many factors to be considered in the French politics. France is a well-developed country with a stable political environment, no wars and no political crisis and conflicts. This is considered good for foreign investors and business who want to enter the market in France. Down side is to enter the market a lot of capital is required because the government has fixed a limit of 1 500 000 Euros for foreign companies. Finally on religion the government does not intervene on culture differences of the new business that is entering the French market.

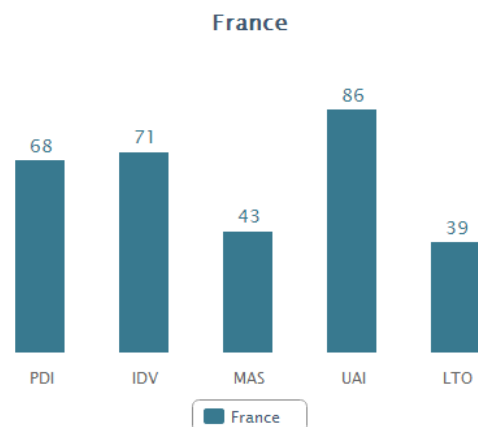
Economic factors

France has the second largest economy in Europe, just behind its main economic partner Germany. France is part of the world's wealthiest and most developed nation economies. Research done in France is highly demanded around the world. In 2011 France was the world's 18th country by GDP per capital with \$45,460 per inhabitant, according to the IMF (International Monetary fund).

Social factors

The French are very proud of their languages most people might not know but there are two languages spoken in France Catalan and the main language French. Because the government is very tolerant of different religion you can find most of them in France for example, Roman Catholic, Jewish and Muslim. Paris is considered the city of romance which is linked to their passion for food, because couples that go to Paris or on a date eventually go for the cuisines and wines.

Source: <http://geert-hofstede.com/france.html>



By Geert Hofstede standards, France is a society with inequalities are accepted, a big hierarchy where superiors have privileges and are often inaccessible to lower ranked employees. France score high again on the individualism. This means the French are quite individual and opinionated people. They take care of themselves in some cases families rather than helping others, belonging to a group is not common in France. In a work place the relationship is only based on a task and communication is direct where everyone is allowed to speak their mind. In the masculinity and femininity department it is no surprise, France is a feminine country and is famous for its welfare system. The working hours in France is 35 hours and they have a 5 week holiday per year when compares to the US it is a lot. France is also known for its Research and development this is how certainty is reach. They will plan and research a topic it might take them a while but until they are certain they will not act on it. Lastly in long term orientation this means that France is a short term oriented society.

Technological factors

As the world's 4th largest industrial power, France has an advanced technological environment. They are number one in space technology, in nuclear energy, in computer engineering, in environmental protection. All this was possible with their high quality education system that has become an industry itself because more than 20% of the schools in France are private schools. Research and development is what the French spend 2.2 % their GDP on because with every breakthrough they could increase the standard of living in France. The amount France receives buy selling its research was calculated at \$93 209 237841 in 2009.

Environmental factors

France is a super environmental country this is even visible with their car brands. France was the first county to have a separate ministry for the environment. Layout of the country shows that more than 30% of the land is covert by forest. Energy production is France is nuclear powered and the government has imposed a carbon emission tax. This tax contributes about 4.5 billion Euros per year.

Legal factors

The Taxation rate is the same as in the European Union, but with an exception, a 2.1 percent for drugs of the pharmaceutical industry. France is really keen on green and environmental and green products so they grant a subsidy policy to any company that produce green products. They hope to inspire other company to do or strive for the same.

Chapter 14. Conducting business in France

Meeting etiquette

Long term relationship is important to the French, this may take a lot of time and effort. Focusing on long term objectives and strong relationship is vital for the success of a business in France. This should never be rushed, they may be suspicious and when taking too long may cause them to lose trust in you. The proper behaviour in the relationship building process is calm and professional. Personal questions should not be asked until the relationship is stronger between both parties.

Relationship and Communication

The French are very proud of their language but dialects do exist and the acceptance of English as international business language is going up. Most of the younger business people do speak English but when in France the official language is preferred and it avoids offending the senior business people. Outbursts during a meeting does not necessarily signs of irritation or anger, it is really hard to tell when they are in bad mood. The French really love business lunches, the conversation at a business lunch should not be about work. Lastly eye contact is very important it should be frequent almost to the point of staring, like the Dutch helps it to build trust.

Negotiation

Approaching a negotiation in France one must engage into a debate to reach mutually agreement. It is usually done by individuals or in teams of negotiators. Scheduling a meeting should be done at least two weeks in advance and give as much information about the meeting and the people involved because the French want to know who they will be meeting. There are four important steps when in a meeting with the French. First, sharing of information the French will want to gather as much information as possible and discuss the smallest detail. Second, the pace of negotiation, this may take a long time due to no preparation for the negotiation, bargaining and decision making. Expect negotiations to go slowly. They can jump back and forth between topics rather than addressing them in order. They may take phone calls or interrupt meetings at critical points in a negotiation.

Third, the bargaining stage the French uses a lot of tactics when bargaining for example pretending to be disinterested or claiming limited authority. Fourth and final step, Decision making. The decision makers are mostly the senior of the group, the people you will be dealing with might be the be intermediaries. They do have a big influence in the final decision.

Additional

In France they are making good progress in gender equality, some women have important positions. But the problem lies in the distribution of income and the level of authority compared to their male colleagues. A visiting businesswoman should emphasize the company role and goal and showing confidence and assertiveness can be effective.

Chapter 15. Pestel Analysis Germany

Political Factors

The official name of the country is Federal Republic of Germany. The judicial system follows Civil Laws. Germany comprises sixteen states where each state has its own state constitution and is largely independent in regard to its internal organization. The president is the highest official in the country and has primary responsibilities and powers. The second is German order of precedence and is responsible for overseeing the daily sessions of the body. The third is the chancellor which is currently Angela Merkel and within her lies the executive power of Germany.

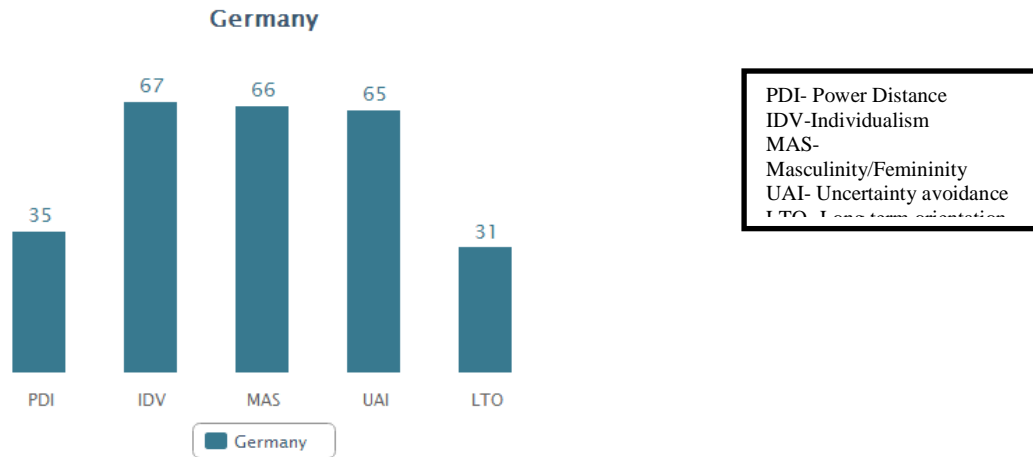
Economic factors

Germany has a social market economy which is also the largest national Economy in Europe and fourth largest by GDP in the world. Inflation rate for the country is estimated to be 1.1% for 2010 and 2.3% for 2011. The country is among the world's largest and most technologically advanced producers of iron, coal, cement, chemicals, machinery, vehicles, food and beverages and shipbuilding. Overall the country has very strong financial position and provides opportunities for newcomers to develop new business ideas.

Social factors

The population of Germany is estimated to be 81,471.834 inhabitants which is a great number but currently supported by negative growth rate of -2.08% which indicates that there are more deaths in the country rather than births. 66.1% of the population is aged between 15 and 64 years old and the median age is 45.3 years.

There are many ethnic groups in Germany but main part of them consists of ethnic German. Also there are more than 7 million foreign residents with status of "guest workers". Workforce is highly available and characterized by very good technological skills.

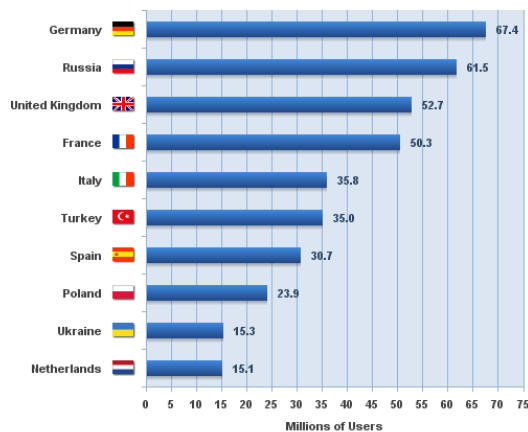


If we look at Hofstede cultural dimensions it can be easily seen that Germany is highly centralized and supported by strong middle class. The country is among low leveled power distance countries which are an indicator of more formal communication between employees in the organization and their managers and directors. The society is thought to be highly individualistic. With a score of 66 Germany is among the countries which can be considered a masculine country. Performance is among the main force which drives the thinking of Germans and their understanding of how things should happen. The country has high uncertainty avoidance which reflects how uncomfortable people in Germany feel when it comes to doing something which involves uncertainty of the outcome. Their plans are more short-term oriented which is also typical for other Middle East European countries.

Technological Factors

Regarding technology Germany stands mostly in the top of the world rankings. The transportation network is one of the best in Europe characterized by 541 Airports, 41,981 km of railways (6th in the world) and 644,480 km of roadways (11th in the world).

Top 10 Internet Countries in Europe
December 31, 2011



Source: Internet World Stats - www.internetworldstats.com/stats4.htm
Basis: 500,723,686 estimated Internet Users in Europe on 2010Q4
Copyright © 2001-2012, Miniwatts Marketing Group

Source: <http://www.internetworldstats.com/stats4.htm>

This graph represents the total usage of internet in Europe. Germany is in the top which indicates that internet is highly available in the country and communication together with technology skills of the population are high.

Chapter 16. Conducting business in Germany

Meeting Etiquette

In the German culture the greetings are very formal. The traditional greeting is a rapid, firm handshake. By pronouncing their names it is very important to use their titles. It is a sign of respect, when you want their attention it is crucial to say Herr (Mr.) or Frau (Mrs.) together with this person's title and surname until they mention to use their names. In most of the cases the host or hostess introduces you to the group and when you enter this room it is significant to shake every individual a hand, also children.

Business meetings and appointments have to be made in advance, mostly 2 weeks before the date. If you write a letter for a meeting, you are obligated to write it to the top person in the functional area. Again, you have to use their proper title with the surname. It is very important to write this letter in the German language. The German population is very punctual, you cannot afford to show up late in a meeting. If you are delayed, it is necessary to call immediately and provide a clear understandable explanation. Cancelling last minute will damage the business relationship directly and jeopardize it. Initial meetings are to build credibility, your trustworthiness is examined by the employees of the company.

The business meetings are in protocol and the start and end times are determined. During these meetings you will have to make eye contact with the person you are speaking with. English is spoken commonly, although it is better to hire an interpreter to avoid miscommunications. A clear sign of approval by the Germans is when they rap their knuckles on the tabletop.

When entering a room:

- The most respected (eldest or top person) enters the room first
- Men enter before women, if they have an equivalent status and age

When you arrive at the table you have to stand until you get invited to sit down, since they mostly give you a chosen seat. You can start with the dinner when someone says “guten appetit”, which means good appetite. When there are many participants on the table you have to wait until the host(ess) places his or her napkin before you do. It is also considered rude to place your elbows on the table. Not finishing your plate indicates that the dinner was not tasty and when you are finished you have to put your fork and knife at the right side of the plate. It is common that the host(ess) gives the first toast; “Zum Wohl” is used for a toast with wine, “Prost!” is used for a toast with beer.

Relationships & Communications

Personal relationships are separate for the German business, so it is better not to be too personal. They are more interested in your business career, education and the experiences your company has so far. A good reliable credibility is significant in Germany, since they display a higher amount of respect to higher authorities. Furthermore, there is no ‘open-door policy’ in the companies, they care much about privacy. When you want to enter in a room you will have to knock and wait until you get invited to walk in. The communication is formal and in order to build and maintain business relationships you have to follow the established protocol. Moreover, you should not be too enthusiastic with promises, if you sounds too good to be true you will lose your credibility.

They do not hesitate to tell you it is nonsense. In Germany it is common that there is a lot of the conversation is written down to back up decisions and record the history between the companies.

Negotiations

When the meeting is transferring to a negotiation, you have to be careful. Germans are regulated and intensely bureaucratic. To want to get to down business as soon as possible, so only the briefest small talk is efficient. Bringing appendixes is effective, but it should be available in both, English and German. It is advised not to rush the negotiation, since the Germans are detail-oriented. They want to know every innuendo before they reach to an agreement. The agreement is made by the top of the company. As mentioned before, confrontational behaviour and pressure tactics will be counterproductive, because they do not like to rush an agreement, but once an agreement is reached it will not change.

Additional;

- Men should be suit-up in dark color
- Women wear business suits
- Extravagant jewelry or accessories is not advised

Summarized: conducting business in different countries

In this section we will define the most important factors, which were described in the previous section, to consider when conducting business in the different countries.

	The Netherlands	Luxembourg	France	Germany
Meeting etiquette	<ul style="list-style-type: none"> • Effective time use • Punctuality 	<ul style="list-style-type: none"> • Formal, use of titles • Gifts • Punctuality 	<ul style="list-style-type: none"> • Long term oriented • Strong relationships 	<ul style="list-style-type: none"> • Formal, use of titles • Punctuality
Relationships and communication	<ul style="list-style-type: none"> • Clear separation between business and personal life • Direct 	<ul style="list-style-type: none"> • Group decision making • Focus on risk management 	<ul style="list-style-type: none"> • English language is more accepted • Business lunches 	<ul style="list-style-type: none"> • Clear separation between business and personal life • Direct
Negotiations	<ul style="list-style-type: none"> • Formal and well structured • According to the agenda 	<ul style="list-style-type: none"> • No pressure tactics and confrontation appreciated 	<ul style="list-style-type: none"> • Jumping back and forth • France makes use of several bargaining tactics 	<ul style="list-style-type: none"> • Bureaucratic • Brief small talk • Detail-oriented
Additional	<ul style="list-style-type: none"> • Gender equality is being practiced 	<ul style="list-style-type: none"> • Clean and neat people are appreciate 	<ul style="list-style-type: none"> • Unequal distribution and authority income occurs 	<ul style="list-style-type: none"> • Formal clothing style continuously

Chapter 17. Trends out of desk research

The Netherlands

We investigate the trends according to investigations published on the internet to answer our desk research questions:

- **What is the competition in FM service sector in the Netherlands, Germany, France and Luxembourg in means of market size?**
- **Are there any significant trends noticed in the FM area according to the internet?**

According to the Dutch association FMN (Facility Management Nederland), who wrote in collaboration with a respected advisory firm “De Nederlandse Facility Management markt, een overzicht van cijfers, trends en ontwikkeling”, the Dutch FM market offers €40.6 billion of business opportunities. (2008)

The most important and noticeable trends in the FM area are according to them:

- Hospitality management, where the focus lies on “offering services which satisfy customers and employees in the organization” (De Nederlandse)
- Demand management organization, “this as a result of the increasing number of services which are outsourced. The facility organisation stays responsible to steer the suppliers, but doesn’t interfere directly with the operations anymore” (De Nederlandse).
- Integrated facility management, which is an “important development within the outsourcing market is the trend that suppliers deliver multiple facility management services or even supply all facility management services including the management function” (De Nederlandse) which is called IFM.
- Sustainability, the support of ‘green’ business is stressed. This can be seen in for example hybrid cars and energy saving plans

Besides these factors, FMN also mentions the uncertain economy, branding your identity and image, innovation and an aging population as characteristics of the FM trends in the Netherlands. Also mentioned are the faded borders, organizations are placing subsidiaries abroad, so this offers perspectives and opportunities for international facility management.

Luxembourg

Luxembourg is all about flexibility and the FM service strive for innovations to meet demands. Facility management service are is worth around 2.3 billion Euros and is still growing due to the growing demand for cost-efficacy that is achieved true these facility management service. The trend in Luxembourg is the multiple services, providing more than one service at once.

The three most important facility management service in Luxembourg are;

- Integrated Facility Management which means intelligent and goal oriented interlinking of all facility services from technical, infrastructural and commercial management to space management.
- Catering Service which provides any staff with meals.
- Cleaning service, every property and every company has individual cleaning requirements.

Germany

According to GEFMA, German Facility Management Association, the FM market in Germany is worth approximately €55 billion.

FM in Germany is often related to service provisions. Cleaning, security, catering and IT are the main fields of FM in Germany. Integrated service providers are experiencing the rapist growth. Now a days, competition in Germany is solely focussed on price. There has been an increased demand in transparency and reliability. Moreover, Germany is focussing on partnership contracts instead of a provider-user outline for their services. According to GEFMA: “GEFMA is still working to obtain acceptance for FM and in the long term to establish a culture of values in FM in Germany”.

France

The FM market in France is a developed market, this means that the facility service market has been operating for about 20 years. The economy in France was hit from the international crisis in 2008 and its demand for outsourcing in the last years has grind to a halt. Service providers are called “Fmeurs” and are divided into three groups, Technical sectors, Constructor sector and the anglo-Saxon sector. This sector has strong managerial skills Operators may be grouped also into 2 classes according to the complexity of their offer: White collars able to manage large real estate portfolios and blue collars, with technical skills, The French economy was hit from the international crisis in 2008 and its GDP growth of the last years has been.

Chapter 18. Empirical findings

After having research objectives, a research proposal and the information of desk research of all countries it was time to go on the field en get primary and unique information from the real professionals in the FM climate. First we need the answer the strategic management question stated on page 8:

“Which persons (and/or companies) are we going to investigate in order to answer our central research question in Germany, France and Luxembourg?”

We will start off with interviewing Alexander Bos (owner of BCiM, company research) followed by Aad Otto, through his connections we will get provided with other contacts in order to get primary information for the other countries as well. The contacts provided by Aad Otto and who we interviewed are:

1. Henri van der Brug (director facility department of the Hague University)
2. Loet Noordeloos (facility manager at Siemens)

First off, we will describe the findings of the questionnaire with Alexander Bos, because this is our sponsor company and he will give us our basis for the questions which we are going to ask to our other candidates. Due to our questionnaires we have found many answers concerning our research. The next results are from Aad Otto, because he was the one who provided us with many names and addresses of contacts we have interviewed later on. The last two interviews are from direct contacts of Aad Otto, as mentioned here above.

The questions we have asked on the interviews were basically about topics that couldn't be found with desk research and is all primary data.

Interview Alexander Bos

On the 23th of October, 2012 we conducted an interview with Alexander Bos, founder of BCiM Bos Consultancy & Interim Management. Through this interview we aim to broaden our perspective about facility management and how to execute such services in the Netherlands.

On the question how can you describe the facility management (FM) in the Netherlands, Mr. Bos told us that it is mainly service oriented. Customers tend to focus on price of the service but in the same time expect high quality performance or at least reasonable for the price. The best term to characterize it is “best for less”. When we talked about the culture and way of doing business what is more typical for the Dutch is that oral agreement is considered official even if the written contract has not yet been signed. In the Netherlands there is a well-developed Facility Management network which helps professionals in FM area to exchange experience and information.

When we focused on the countries we plan to investigate for BCiM, Mr. Bos had some information for Germany and Luxembourg that the Germans focus mainly on the technical aspect of the deal and in Luxembourg they are looking mainly the quality and are willing to pay higher price for it. For France there was no information which except the preferred language of communication when doing business is French.

Usually BCiM has three to five clients which have contract for specific period of time from which one or two usually require more involvement and attention. Also the company executes advisory jobs for a range of 35 to 50 clients mainly in the area of document management. The business can be characterized with 20% interim management and 80% consultancy where interim is for multiple problems/tasks and consultancy is for one specific problem.

The marketing of the company involves mainly spreading the word from mouth to mouth among potential customers and facility management professionals. Also there is a website which provides information on the company and the types of services it provides. BCiM is a sponsor of several activities mainly on local level in The Hague.

The initial investment for the business was mainly personal time involvement from Mr. Bos. So that he could create valuable relationships and grow the business. The tariffs for services vary between 10% and 20% margin with a net profit of 5%. During the crisis the company had difficulties which is understandable if we look at the overall condition of business and profitability in that period.

Competition is the main problem for BCiM and more specifically the fact that some companies are willing to work with extremely low margins for low prices just in order to stay on the market.

As a conclusion of the interview Mr. Bos told us that he thinks that in order to execute successfully in foreign countries a facility manager must make sure to adapt to the requirements and expectations of the customers and understand each individual culture, invest time, don't push. Accept and recognize their habits, why are they doing the things they are doing, don't judge them.

Interview Aad Otto

Alexander Bos advised us to interview Aad Otto because he is the director of the academic facility management section at the Hague University.

Besides being the director of facility management at the Hague University, Aad Otto has been chairman of the nationwide consultation for facility management for three years now. Currently, he is also chairman of the education network group, which is part of EuroFM, which means that he is involved with all universities in Europe who provide facility management courses. An important note is that Aad Otto himself has never been hired as a facility manager or similar, he is the director of facility management at the Hague university, he arranges internships, makes connections and has networks all around the world, but he is not a field business professional.

Aad Otto indicates the Netherlands as one of the frontrunners in facility management. The Netherlands has "the best of both worlds", where the U.S.A and U.K focus on real estate and for example Scandinavia and Germany focus on hospitality, the Netherlands focuses on both matters. Facility management supports the primary process of a company's operations. You do not only deal with cities and buildings but also with people, the users of the building and the customers. Because of the economic crisis all companies are concerned about their expenses. However, facility management will always be there, it is like the wind, it is always there. The main point is "how to entertain the crowd". Everybody is used to work with devices and equipment which is working correctly, whenever it does not work accordingly, the facility manager is the one to blame. In many countries there is a distinction between hospitality- and real estate management, the Netherlands brings it together in one service.

There is a trend of convergence which is supported by the term integrated facility management. Whereas companies often have a separation between companies for cleaning, catering and many more aspects, nowadays companies are trying to focus on one company who can deliver all services. The drawback for this trend is that companies are becoming more dependent on the company they hire for these tasks.

It is necessary to find the right balance for outsourcing these activities and it is important for a contract manager to comply with the supplier and the contract. However, in many countries the distinction between the hospitality- and real estate management are clearly visible.

There is also a trend noticeable in the world of the events. Lately, facility managers are hired to make the processes as smoothly as possible. For example, in Texas there is a basketball field which can be turned into a ice hockey field within 2.5 hours!

According to Aad Otto, it does not matter in which branch you are, if you are conducting business internationally, you have to know the culture. You have to have attention for the people, it are often the basic aspects which can result in failures. It is important to know the country, the expertise of the country, the etiquettes and the hierarchy. Success depends on your preparations and your exposure.

In facility management it is important to be able to switch from point of view and to be flexible. One moment your assignment is to find the solution on how to clean the floor, the other moment you are at the CEO's office to discuss the budgets for the coming year.

Now a days, change management is an important factor in conducting business internationally. There is never a dull moment, there are always movements and changing behaviours.

Interview Henri van der Brug

Henri van der Brug is one of the contact persons we got from Aad Otto. Henri van der Brug is the director of the facilities department from the Hague university. He indicated his job as being in a dynamic environment. He was involved in the centralization of FM at the Hague university, where they had different departments in different buildings, now it is centralized in one building close by the Hague university. His experience with FM mainly involves being this director, and he has multiple times a year consultation days with all the directors of the facilities department from the biggest universities. In these consultation days they discuss the trends and make reports of the new trends in the FM area. He also says that in the Netherlands the focus of FM lies on hospitality. In the Netherlands we have the highest density of FM education.

Henri van der Brug has no experience with FM abroad, however he did emphasize on the fact that when you conduct business across borders, you are always required to have a general knowledge of a countries culture. The answer on the question whether he has noticed trends in the FM area he mentioned that the digitalization in the modern world is becoming more important. Facility managers must understand and use the newest techniques to provide their clients with the latest and most innovative features to conduct business. The modern tools he mentioned were the new information systems, new ways of dealing with malfunctions of systems and newer management control systems. There is also a trend of hiring demand managers. These people mainly focus on the research of what the customer wants, which can be related to the fact that in the Netherlands hospitality has a priority when conducting FM. Another trend, which can be seen as an obstacle is the trend of procurement. The laws and regulations in the European Union are becoming more important as it is affecting FM. Because of procurement, companies are not completely free anymore to choose their third parties and they might be affected in a negative way.

In his opinion, the economic crisis did affect FM as a whole. FM is support, support of the primary process of a company. Currently, companies are suppressing the costs, up to 10% of a contract. Besides the suppressing of costs, companies are becoming more critical. “Does this stairway really needs to be vacuumed every day?” was his example. So companies are more willing to skip the ‘unnecessary’ tasks.

The secrets of conducting successful facility management on an international level in his opinion are transparency in your practices, commitment to your customers and choices, involvement of your end customers and critical thinking in the sense of quality, price and continuity.

Interview Loet Noordeloos

Loet Noordeloos, a contact person we received by Mr. Aad Otto, is working for Siemens for over 38 years right now. Mr. Noordeloos has been working as a facility manager for approximately 15 years, was also responsible for the import purchases by Siemens (which had a revenue of 900 Million euros) for over 13 years, and is currently busy all kinds of projects especially involving outsourcing.

Siemens itself is a 425000 workforce strong company which is located in 192 countries in the world and primarily focuses on 4 core businesses. The most major core businesses are Healthcare and Energy. When it comes to making decisions, Mr. Noordeloos carries out a control management policy where he takes in advices and selects the good ones by himself in order to keep matters into his own hands.

With regards to outsourcing, the Netherlands is still behind in the trails of countries like Belgium, France and Luxembourg. Germany on the other hand is even further behind when it comes to outsourcing. It is commonly known that Germany is a conventional country, take movies and tv-series for example, they are still being synchronized to the German language.

When searching for similarities and differences when conducting business compared to the Netherlands, one major difference was the luxurious warm lunches that were being served. Belgium, France, and Luxembourg are very burgundy minded countries, where a lunch takes place between 12:00 and 15:00 o'clock. In this time slot, there would be a lot of effective business talk. Because it is known that when having a nice meal served with a nice glass of wine brings people closer together, creating a more gentle atmosphere, then bringing your lunchboxes to work like the Netherlands was very used to.

The big ham question when it comes to the do's and don'ts is whether the customer is willing to pay more. You can ask yourself the question if you want to buy a sandwich with cheese for €1,25 or a more stuffed luxurious sandwich for €3,-. Is it worth your money (Money/Value ratio)?

The school has an incredible amount of reports that can show the most recent tendencies. It is a waste that the school does not pay more close attention to this matter because it can sometimes show the newest trends. The most recent trend at the moment is Multi-Sourcing. It now emerges here in the Netherlands but also in other countries. The big corporations operate as a multi-using corporation and have consciously chosen to offer several components together in a package. The example of 1 general manager overlooking 4 different components. You can think of combining closely related jobs into a relationship (for example letting the cleaners also work as a dishwasher and vice versa). This is an example of a globalized thinking approach in how to make Facility Management more effective and efficient.

With regards to improving the service, Siemens now adopts the E-card system. This is a card that has a personal ID and tells the monitors in the entrance who is in the building and where, but it also serves as a payment system and it can encrypt and decode messages that improve the security as well. The system behind this is the so called IFMS system, which makes everything a bit more convenient. There are also the so called theme days, where, in a playful manner people are being stimulated to live more healthier like creating footsteps on the ground that lead to the escalators instead of the elevators and provide healthier food (like vegetarian day). Siemens provides a gym where you can fitness for free on Siemens behalf and get your cholesterol, heart, and fat percentage measured. The probably most important service is having a multifunctional restaurant at your disposal. This multifunctional restaurant can be used just to have a regular employee lunch or dinner, but where you can also hold a meeting with a nice screen to show your findings and having a host taking care of the drinks. The restaurants are for 70% empty and all the countries are looking for ways to use it moreover. The Netherlands and England are progressive in using this area wisely. The Netherlands are also one of the leading countries with regards to hospitality.

The economic crisis has also affected Siemens, you can notice that in the amount of guests that come in every day. The daily visits to the restaurant are a good measurement indicator. People start spending their money more carefully.

The current obstacles Facility Management is facing are the above mentioned economic crises and telecommuting. 35% of the offices are empty, billions of money go to waste due to devaluation of property. In order to overcome this obstacle, a formula needs to be created to increase the degree of compaction. Siemens is currently also trying to consolidate and therefore tries to sell smaller offices in order to fill up the bigger offices.

European tendering is being applied. As a company you want to apply global sourcing and in order to be successful you have to look for worldwide partners that have the same philosophy.

The secret ingredient for successfully conducting Facility Management according to Siemens is offering an international selection of food in the kitchen with Dutch food included. Offering a Russian to eat 'boerenkool' and try to pronounce it causes a fun situation which is bond creating and will stay in the mind of the Russian.

Summarized field research

After the desk research on the countries France, Luxembourg and Germany we did not know much about the facility management climate over there yet. The most research in that section was based on the cultural and economical factors, but after the interviews we gained many new insights in the market of FM, we get aware of the obstacles and opportunities.

Moreover, we gained knowledge about each country's main priority and the main point of their emphasis in the FM climate (service-oriented or technical-oriented).

Furthermore, we outlined the do's and don'ts together with some important trends in the FM area of each country. Also mentioned is the affection of the economic crisis in the FM industry.

Lastly, we will reveal the secret of conducting a successful FM on a international level.

Experience, similarities and differences	
➤ The Netherlands	In the Netherlands FM tends to be service oriented and the focus lies on "best for less" practises. This country has a well developed FM network in which professionals can exchange information and experience. This can also be seen in the density of FM education, which in the Netherlands is the highest in Europe. In the Netherlands an oral agreement is seen as a definite contract. The Netherlands is indicated as one of the frontrunners in facility management, especially on the hospitality field. In many countries there is a distinction between hospitality- and real estate management, the Netherlands brings it together in one service, it is like "having the best of both worlds". The luxurious business lunches that are being provided are different compared with the burgundy countries Luxembourg and France. Lunch is considered to be very determining in a business meeting.
➤ Luxembourg	In Luxembourg it is not unusual to pay a premium price for a service as long as the quality is appreciated. The general Luxembourgers do not mind paying extra for extra quality and service
➤ France	The preferred business and communication language is France. However, mentioned in the desk research, English is becoming more accepted as business language.
➤ Germany	German business people are used to and use the technical approach to a contract. Everything has to be deep thought of.
Do's and don'ts	It does not matter in which branch you are, if you are conducting business internationally, you have to know the culture. You have to have attention for the people, it are often the basic aspects which can result in failures. It is important to know the country, the expertise of the country, the etiquettes and the hierarchy. Success depends on your preparations and your exposure. Beside these elements it is important to get to understand what a customer is willing to pay for your services.

<p>Trends and obstacles</p>	<p>The competition in the FM field is becoming more intense. There are more players active who are willing to work with minimum margins and prices to stay on the market. This can also be seen in the trend of procurement. The laws and regulations in the European Union are becoming more important as it is affecting FM.</p> <p>There is also a trend of convergence which is supported by the term integrated facility management. Whereas companies often have a separation between companies for cleaning, catering and many more aspects, nowadays companies are trying to focus on one company who can deliver all services. There is also a trend noticeable in the world of the events, where facility managers are hired more often to smooth the processes. Which can be related to the increased hiring process of demand managers and change management, it should be focussed on what the consumer wants. Change management and digitalization are becoming more important, in the business world there is never a dull moment, be prepared!</p> <p>Multi-Sourcing is a trending topic in the facility management world where companies try to combine closely related jobs into one division.</p>
<p>Economic crisis</p>	<p>Because of the economic crisis all companies are concerned about their expenses. However, Facility management will always be there, it is like the wind, it is always there. The main point is ‘how to entertain the crowd’. Besides cost suppressing, critical evaluations of different processes are being executed.</p>
<p>Secrets</p>	<p>It is essential to adapt to the requirements and expectations of the customers and understand each individual culture, invest time and not to push. Accept and recognize the different habits, why they are doing the things they are doing, do not judge. Flexibility is also one of the main characteristics a person should have when conducting FM. It is important to know that at one moment your assignment is to find the solution on how to clean the floor, the other moment you are at the CEO’s office to discuss the budgets for the coming year. Moreover,</p> <p>transparency in your practices, commitment to your customers and choices, involvement of your end customers and critical thinking in the sense of quality, price and continuity are key factors mentioned.</p> <p>For conducting business an important ingredient will involve having a international kitchen with local food at your disposal for creating a bond between the business conducting parties.</p>

Chapter 19. Conclusions

In the end, after covering all our research questions we managed to answer our central research question. Before getting to answer our central research question, we will summarize our desk and field research findings in order to find patterns that in turn relate to our central research question itself. When conducting business with regards to Facility Management in countries as Germany, France, and Luxembourg compared to the Netherlands, you have to take the following paragraphs into account.

As you can see the table below, you can see that the desk research findings serve more as a basic framework and that the field research findings give you a more up-to-date insight on conducting Facility Management.

	The Netherlands	Luxembourg	France	Germany
Meeting etiquette	<ul style="list-style-type: none"> • Effective time use • Punctuality 	<ul style="list-style-type: none"> • Formal, use of titles • Gifts • Punctuality 	<ul style="list-style-type: none"> • Long term oriented • Strong relationships 	<ul style="list-style-type: none"> • Formal, use of titles • Punctuality
Relationships and communication	<ul style="list-style-type: none"> • Clear separation between business and personal life • Direct 	<ul style="list-style-type: none"> • Group decision making • Focus on risk management 	<ul style="list-style-type: none"> • English language is more accepted • Business lunches 	<ul style="list-style-type: none"> • Clear separation between business and personal life • Direct
Negotiations	<ul style="list-style-type: none"> • Formal and well structured • According to the agenda 	<ul style="list-style-type: none"> • No pressure tactics and confrontation appreciated 	<ul style="list-style-type: none"> • Jumping back and forth • France makes use of several bargaining tactics 	<ul style="list-style-type: none"> • Bureaucratic • Brief small talk • Detail-oriented
Additional	<ul style="list-style-type: none"> • Gender equality is being practiced 	<ul style="list-style-type: none"> • Clean and neat people are appreciated 	<ul style="list-style-type: none"> • Unequal distribution and authority income occurs 	<ul style="list-style-type: none"> • Formal clothing style continuously

With the help of the interviewees Alexander Bos, Aad Otto, Henri van der Brug, and Loet Noordeloos we have managed to obtain up-to-date information about conducting Facility Management today. As it was summarized before, we would like to show the table with our field research questions once more in order to connect the dots that will eventually lead to the answer of the central research question.

Experience, similarities and differences	
<p>➤ The Netherlands</p>	<p>In the Netherlands FM tends to be service oriented and the focus lies on “best for less” practises. This country has a well developed FM network in which professionals can exchange information and experience. This can also be seen in the density of FM education, which in the Netherlands is the highest in Europe. In the Netherlands an oral agreement is seen as a definite contract. The Netherlands is indicated as one of the frontrunners in facility management, especially on the hospitality field. In many countries there is a distinction between hospitality- and real estate management, the Netherlands brings it together in one service, it is like “having the best of both worlds”.</p> <p>The luxurious business lunches that are being provided are different compared with the burgundy countries Luxembourg and France. Lunch is considered to be very determining in a business meeting.</p>
<p>➤ Luxembourg</p>	<p>In Luxembourg it is not unusual to pay a premium price for a service as long as the quality is appreciated. The general Luxembourgers do not mind paying extra for extra quality and service</p>
<p>➤ France</p>	<p>The preferred business and communication language is France. However, mentioned in the desk research, English is becoming more accepted as business language.</p>
<p>➤ Germany</p>	<p>German business people are used to and use the technical approach to a contract. Everything has to be deep thought of.</p>
<p>Do’s and don’ts</p>	<p>It does not matter in which branch you are, if you are conducting business internationally, you have to know the culture. You have to have attention for the people, it are often the basic aspects which can result in failures. It is important to know the country, the expertise of the country, the etiquettes and the hierarchy. Success depends on your preparations and your exposure.</p> <p>Beside these elements it is important to get to understand what a customer is willing to pay for your services.</p>
<p>Trends and obstacles</p>	<p>The competition in the FM field is becoming more intense. There are more players active who are willing to work with minimum margins and prices to stay on the market. This can also be seen in the trend of procurement. The laws and regulations in the European Union are becoming more important as it is affecting FM.</p> <p>There is also a trend of convergence which is supported by the term integrated facility management. Whereas companies often have a separation between companies for cleaning, catering and many more aspects, nowadays companies are trying to focus on one company who can deliver all services. There is also a trend noticeable in the world of the events, where facility managers are hired more often to smooth the processes. Which can be related to the increased hiring process of demand managers and change management, it should be focussed on what the consumer wants. Change management and digitalization are becoming more important, in the business world there is never a dull moment, be prepared!</p> <p>Multi-Sourcing is a trending topic in the facility management world where companies try to combine closely related jobs into one division.</p>
<p>Economic crisis</p>	<p>Because of the economic crisis all companies are concerned about their expenses. However, Facility management will always be there, it is like the wind, it is always there. The main point is “how to entertain the crowd”. Besides cost suppressing, critical evaluations of different processes are being executed.</p>

Secrets	<p>It is essential to adapt to the requirements and expectations of the customers and understand each individual culture, invest time and not to push. Accept and recognize the different habits, why they are doing the things they are doing, do not judge. Flexibility is also one of the main characteristics a person should have when conducting FM. It is important to know that at one moment your assignment is to find the solution on how to clean the floor, the other moment you are at the CEO's office to discuss the budgets for the coming year. Moreover, transparency in your practices, commitment to your customers and choices, involvement of your end customers and critical thinking in the sense of quality, price and continuity are key factors mentioned.</p> <p>For conducting business an important ingredient will involve having a international kitchen with local food at your disposal for creating a bond between the business conducting parties.</p>
Extras	

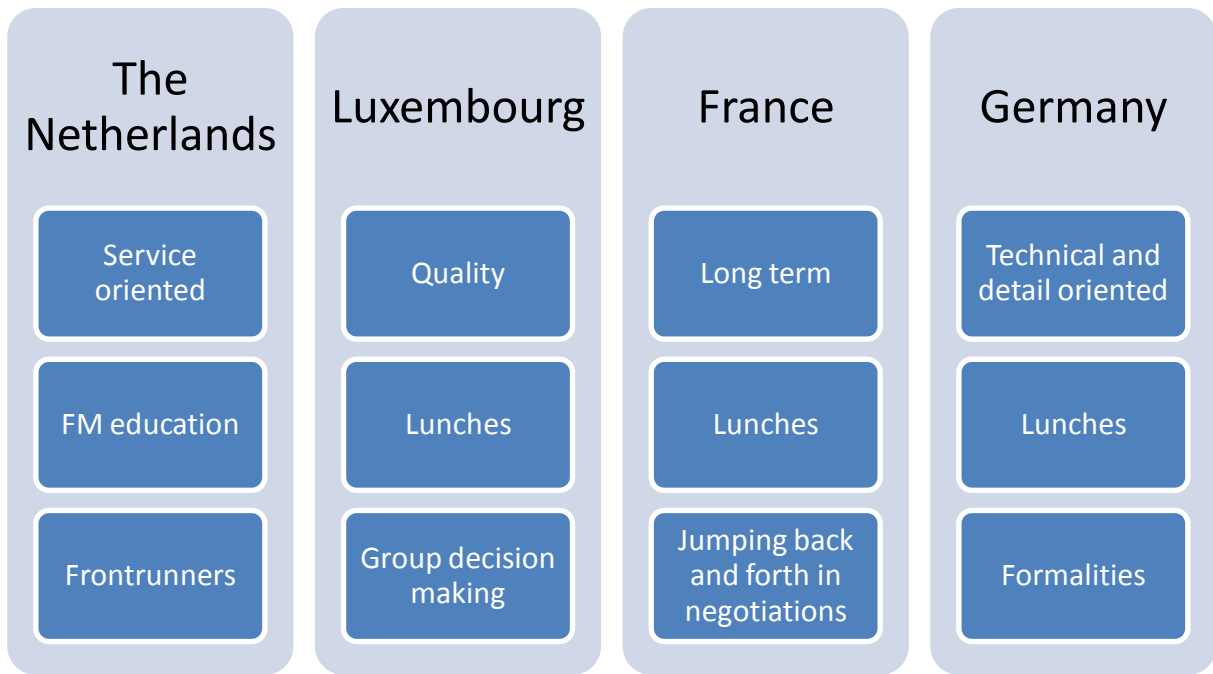
Although the countries are closely geographical related to each other, there are many differences in how the countries conduct their Facility Management business. The main points which can be distinguished are in pricing the services according to the level of quality provided, the demand for different types of managing facilitation services and the ways of conducting business in general.

An important factor which influences the demand for Facility Management is no other but the economic crisis, since companies are insecure about their future and prefer to perform facilitation by themselves or somehow within the company. "The economic crises forces companies to become more creative with a lower budget. Some big companies are choosing to become more centralized again to gain more control and a better view on how they conduct their business or use Multi-sourcing." (Loet Noordeloos, Siemens). Here you can see one of the impacts of the economic crises.

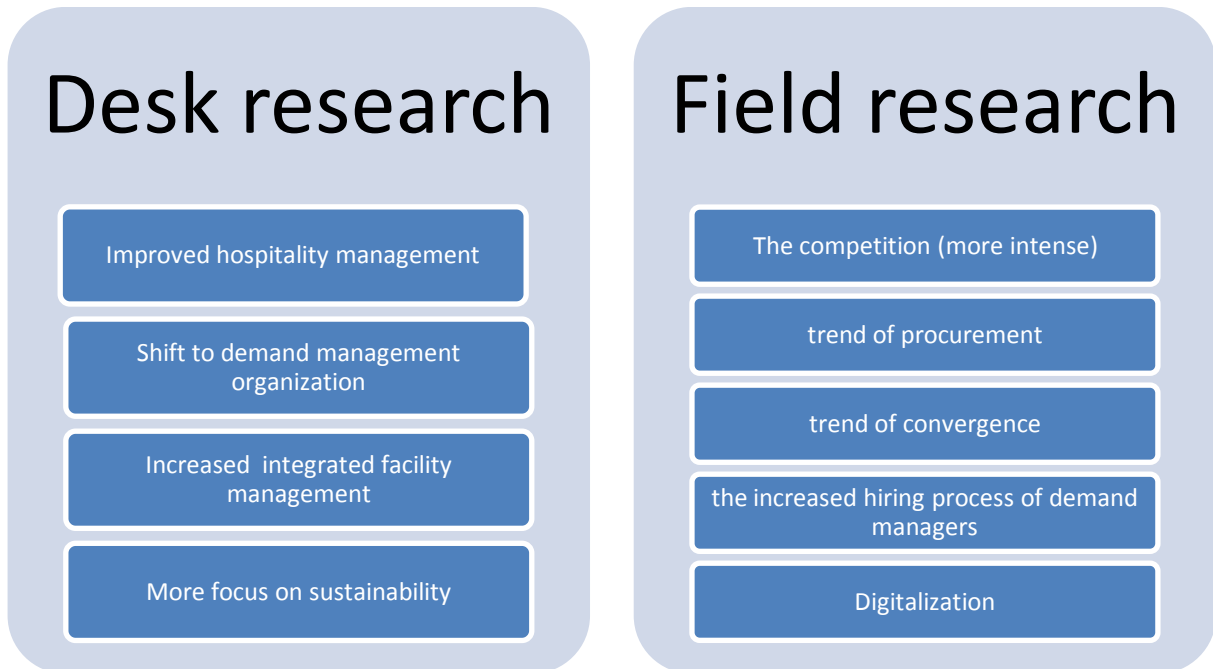
The increasing intense competition in the Facility management sector indicates that Facility management is becoming more and more acknowledged and important in today's business world.

We have come to the stage in formulated the central research question and by answering the question by using the answers provided through our desk and field research findings.

How is FM practised in the Netherlands, and how can we compare this with Luxembourg, France and Germany?



And how do the contemporary and modern events affect FM?



Chapter 20. Recommendations

If BCiM is considering to expand its activities abroad it should take into consideration the many differences that exist in conducting facility management. Facility management has become more dynamic ever since the economic crises and as the competition in Facility Management is increasing and new developing trends such as Multi-sourcing is becoming more important, we recommend to use our desk research findings as the first stepping stone in approaching the countries Germany, France, and Luxembourg. They will serve as a basic framework for preparing to conduct business with these countries.

Furthermore, our field research findings align with each other and show you an up-to-date view on where to focus regarding the economic crises. As every European country faces the economic recession it is becoming more important to identify your own competitive priorities when going abroad. If you want to be more service/quality oriented, it is best to focus on your pricing strategy.

We would like our work to be explored further. We have established a basis for another researcher to follow our leads and to continue this research. We are convinced that there are secrets, trends and obstacles which should be considered and researched when conducting FM in other countries. Interviewing people from the business life is a key factor as we experienced.

In order to be able to execute facility management services in foreign country the company must be able to adapt to the new environment quickly. In each country there are different ways of doing business and this is mainly influenced by culture. Adaptation is the key factor which BCiM should in case there is a future expansion of the business to one of the three countries.

One underestimated factor before entering into business is to establish a contact, this will make it more easier in case the company managers are not able to communicate through the domestic language of the country of expansion.

Appendix 1) Work cited

Communicaid. Web

FMN. *'De Nederlandse Facility Management Markt, een overzicht van cijfers, trends en ontwikkelingen'*. 2008. Web.

Appendix 2) Questionnaires

Questionnaire Alexander Bos

- 1) How would you describe FM(climate) in The Netherlands? What role does culture plays in this matter?
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- 2) What is your experience in the culture and/or FM in Germany, France and Luxembourg?
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- 3) How many clients do you have currently? And how would you describe the jobs offered? Is it long-term or short term oriented? Are they single tasks or multiple? Do you source certain jobs out? What are your preferences concerning these matters?
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- 4) How do you market your company? How do you find new clients?
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.....
- 5) How much investment did your company needed before starting up?
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- 6) Can you indicate your profit margin?
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.....
- 7) Did the economic crisis affected you? And how? Or why not?
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.....
- 8) What obstacles are you facing currently?
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.....
- 9) What is, in your opinion, the secret of conducting successful facility management on an international level?
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Questionnaire Aad Otto

1) What is your connection to FM (local and international)?

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2) What is your experience with FM in The Netherlands?

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3) Why do you think companies should become a member of a national FM association? And why should this association be a member of EuroFM?

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What is your experience with FM abroad (Germany, France, Luxembourg) and give us some real life examples of conducting FM services

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4) What is similar and different of conducting FM compared to the Netherlands?

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5) Can you suggest foreign companies for us to investigate during this project?

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6) What would you say are do's and don'ts in conducting FM internationally?

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7) Due to our research, we have found for example, that FM in The Netherlands concerns service, in Germany it is focused on the technical aspects and in Luxembourg high level of service and punctuality is appreciated. Do you have anything to add or do you have some different ideas of these countries?

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8) What is, in your opinion, the secret of conducting successful facility management on an international level?

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Interview Henri van der Brug, Loet Noordeloos

What is your connection to FM (local and international)?

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What is your experience with FM in The Netherlands?

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What is your experience with FM abroad (Germany, France, Luxembourg) and give us some real life examples of conducting FM services

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What is similar and different of conducting FM compared to the Netherlands?

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.....

What would you say are do's and don'ts in conducting FM internationally?

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Have you noticed a trend in FM recently? Explain please

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.....

Due to our research, we have found for example, that FM in The Netherlands concerns service, in Germany it is focused on the technical aspects and in Luxembourg high level of service and punctuality is appreciated. Do you have anything to add or do you have some different ideas of these countries?

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In what way did the economic crisis affected FM? And how? Or why not?

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Are there any obstacles which FM is facing currently?

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.....

What is, in your opinion, the secret of conducting successful facility management on an international level?

Questionnaire Companies

- 1) Are you working international or national? Are you the headquarter or an enterprise? Can you compare conducting business nationally or internationally?
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- 2) How many consultants and Interim managers do you have as employees?
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- 3) How would you describe your tasks? (Short term or long term oriented)
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- 4) In your opinion, is there a demand for foreign FM companies? And so why/ why not? Could you distinguish FM in your own country compared to the other countries which we are investigating?
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- 5) Can you tell us more about the current FM climate? (Is it more service oriented, or more technical oriented?)
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- 6) How do you provide services to your customers in the Netherlands, France, Germany, and Luxembourg?
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- 7) Have you noticed a trend in FM recently? Explain please
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.....
- 8) How many clients do you have currently? And how would you describe the jobs offered? Is it long-term or short term oriented? Are they single tasks or multiple? Do you source certain jobs out? What are your preferences concerning these matters?
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- 9) How do you market your company? How do you distinguish yourself from competition? How do you find new clients?
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- 10) What are do's and don'ts in your business area?
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11) How much investment did your company needed before starting up?

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12) Could you indicate what your profit margin looks like? What about an hourly tariff?

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13) Did the economic crisis affected you? And how? Or why not?

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14) What obstacles are you currently facing?

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15) What is, in your opinion, the secret of conducting successful facility management on an international level?

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