

## ENERGY MANAGEMENT IN FM AWARDS

## Raising synergy potentials

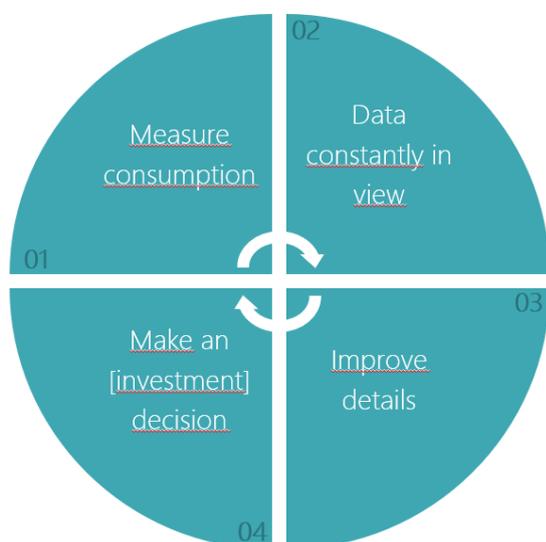
**The legal framework, cost pressure, social awareness for climate protection and the necessary reduction of CO2 emissions confront owners, operators and users of real estate with increasing requirements regarding the efficient use of energy. Contracting out energy management within the framework of facility services makes it possible to draw on the professional know-how of service providers in the planning and implementation of measures and to achieve energy targets.**

In 2018, 117 million tonnes of CO2 equivalents were attributable to the operation of buildings, which corresponds to 14 percent of total greenhouse gas emissions in Germany in terms of direct emissions. Including indirect emissions, e.g. for the energy and heat supply of buildings, the share rises to approximately 30 percent. The diverse assessment systems for the sustainability of buildings and facility services according to DGNB, LEED or GEFMA 160 provide approaches and benchmarks for optimising energy consumption. Although certification according to these procedures is not yet standard in the real estate stock, many real estate users expect energy-efficient and low-emission workplaces. In order to pursue a structured and holistic approach, it is therefore recommended to use a management system such as from quality and environmental management, which is oriented towards the PDCA cycle (Plan-Do-Check-Act).

### What does energy management mean?

According to international standards, energy management is defined as the process of continuously optimising energy use and energy costs. According to DIN EN ISO 50001, this must be firmly anchored in the company processes. As with classic management disciplines, a systematic and holistic concept with SMART targets for energy consumption, CO2 emissions and energy costs is developed for energy management. Based on collected data, energy optimisation potentials can be identified, strategies developed and measures implemented.

According to a non-representative survey, most operators are aware of these interrelationships. However, often only the mere recording and monitoring of meter values is implemented. The fact that systematic energy management offers many more possibilities, however, is made clear by connecting points and synergies in the area of facility management: contracting out facility services makes it possible to draw on the professional know-how of service providers in the planning and implementation of measures and to achieve energy targets.



*The process of energy management.*

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## **Awarding and reviewing services**

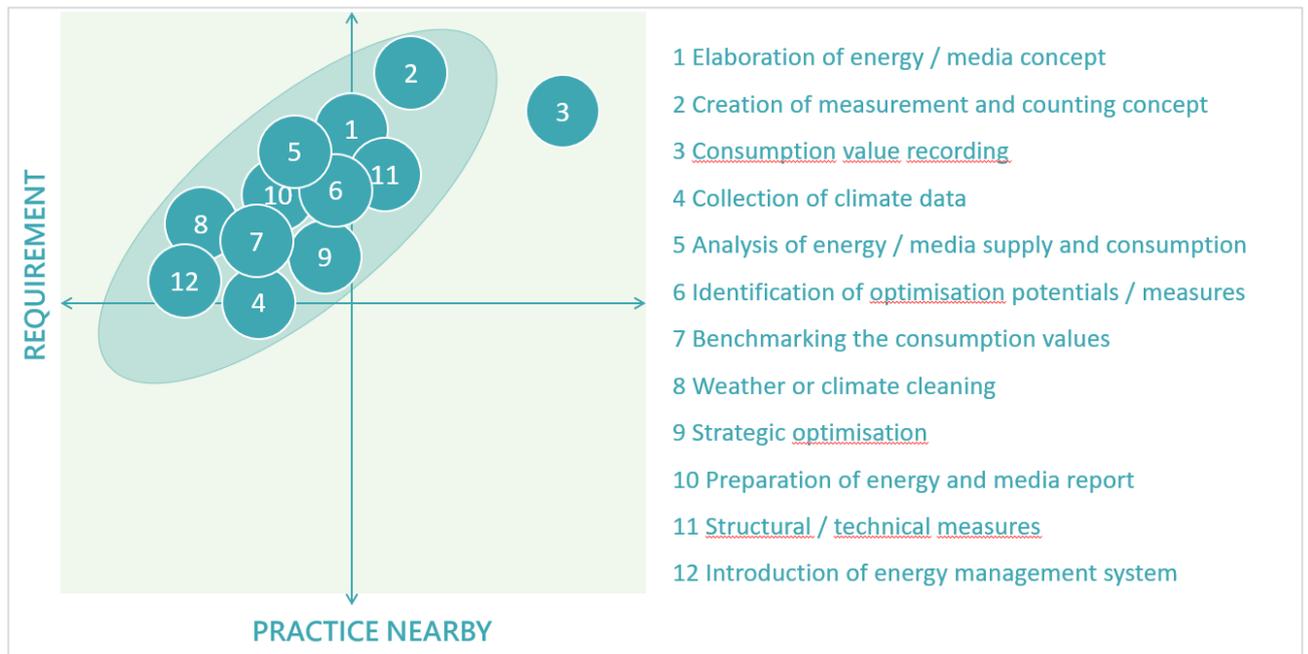
Facility service providers in Germany mainly provide "standard services" such as cleaning and maintenance. Although almost all large providers are certified according to DIN EN ISO 50001, have the know-how and offer a wide range of services, the question arises why the awarding of energy management services is not used in practice to develop innovative energy saving concepts for customers. Even looking at the history of the RealFM/GEFMA standard service specifications (currently: version 4.0), the awarding of energy management services is not new and has been included since version 1.0 (2015) until today with increasing concretisation and consideration of the systemic approach.

The difficulty of outsourcing lies in the vague definition of the required service packages. It requires experience to identify the outsourcing potential, to realistically assess internal resources such as available time or know-how and to determine suitable tools. In order to make outsourced service packages transparent, it is important to define targets together with the service provider in advance. Only in this way is it possible for both sides to be able to prove or track the successful provision of services. In addition, a satisfactory service essentially depends on the control of the service provider as well as the review and acceptance of the individual service provision phases (in the sense of the RealFM function and performance model). And which client has seriously checked the work preparation for the energy management services?

## **In practice, only consumption value recording**

Many companies and service organisations have so far only focused on data collection and implemented individual optimisation measures. Structured data analysis and long-term energy monitoring are rarely carried out. Structural and technical measures are therefore often based on other decision-making principles. The results of a non-representative survey of representatives of various service providers and clients confirm the perception from consultancy practice: although all aspects of energy management are relevant and necessary for the companies, external contracting is mostly limited to recording consumption values. Little application is made of the introduction of energy management systems, the collection of climate data and the associated weather adjustment or the benchmarking of own consumption data into a regular reporting system on energy and media consumption. The reasons for this are:

- Lack of experience and standards as a basis for calculation with different customer requirements for very complex services.
- Lack of specifications and basic principles on the part of the client
- Project budgets that are already tightly calculated and potential for "self-optimisation" in the absence of control by the client



*The introduction of energy management systems rarely occurs in practice.*

### Kombination von Facility Services und Energiemanagement

A good approach is therefore to list the required service areas clearly and transparently. It is important to make a clear distinction between one-off and regular services. One-off services include, for example, the development of an energy concept. Regular services such as monitoring, analysis and controlling of energy consumption as well as the derivation of improvement measures take place during operation. The combination of both service areas thus leads to a holistic and continuous improvement process and is considered to be target-oriented in order to successfully establish energy management in one's own company in the long term.

Within the organisation, it is important to check which tasks can be outsourced or performed internally. In doing so, economic reasons and capacities of professionally qualified staff must be taken into account (cf. GEFMA 124-3). In the case of real estate portfolios, it can make sense to outsource management services to specialised service providers independent of facility services. Defined corporate goals can be anchored in the awarding of contracts by means of an energy officer. In addition, employees from key functions of the company should accompany the process. Bonus systems or profit sharing have a motivating effect. They help to identify further savings potential and thus support the achievement of goals. In addition to the monetary side, a long-term commitment of the service provider promotes identification with the object.

### Multiple benefits of energy management

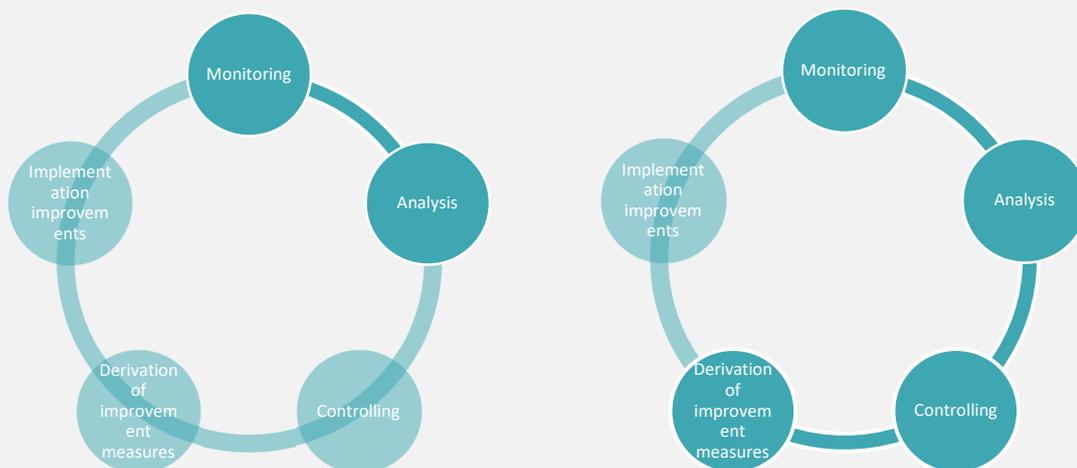
By establishing energy management at an early stage and implementing it consistently, property owners can prepare for upcoming legal measures by the German government to achieve EU climate targets regarding energy consumption in existing buildings. Landlords remain attractive in the market with an energy-efficiently operated building and the associated lower ancillary costs, which secures rental income even with reduced space requirements of the users. Also, in order to further shape facility management as an innovative industry with attractive employers, the topic of energy management must become significantly more important in order to meet the growing awareness of sustainability.

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### The landlord-tenant dilemma or: Who benefits from energy management?

In the real estate/ housing industry, banks/insurance companies and retail trade, the topic of energy and consumption optimisation plays a subordinate role. Only necessary measures are carried out, usually as a basis for preparing or checking the operating cost statement. Since implemented savings benefit the tenant, there is hardly any interest in the real estate industry and among institutional property owners.

In contrast, the manufacturing industry and the public sector often implement concrete measures for energy analysis, controlling and the systematic identification of optimisation potential. Industry justifies this with production-related high energy costs and the associated high optimisation potential, especially in existing buildings. Public sector clients act primarily out of the motive of setting an example for other segments.



*Degree of implementation of energy management services by sector: Real estate industry (left) versus manufacturing industry and public sector (right).*

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