Preface of the publisher

23. Journal for Facility Management:
Science meets Practice

Working from home, hybrid offices and the demand for workplace experience are asking for flexibility and customized offerings. Digitalisation of real estate is playing a vital role in enabling the fulfilment of this demand in an effective and efficient way. But what does digitalisation and the digital transformation of real estate and facility management mean?

It is not that we issue laptops, tablets and smartphones to our employees and the asset and facility management team. Digital transformation does also NOT mean to add as many sensors and IT tools to a building as possible. A friend of mine, Larry Leifer the founder of the design thinking methodology once asked, "DO your users really want so much technology? Or do they want fulfilment of their demand, needs and the resolution of their pains in an innovative way?"

To follow his approach means to define the "new" demand of the END USERS. According to the design thinking approach it is necessary to define the personas representing our target groups with their needs, demands, pains and their personal background in a way that we understand how they are ticking. Then we can define the new infrastructure and service offerings to enable and empower them and support the full triangle of people, pace and process. This will not only make people more productive, happy and increase the well-being and health, but also boost the productivity of the company in general and help winning the war for talents and retaining the talents in the company. In other words, this will ensure the sustainable success of our companies as a whole.

This issue of Journal für Facility Management provides you with hands-on suggestions what the digital transformation can look like and how to set the proper management steps for a successful implementation:

- *Reifegradmodelle als Grundlage für den digitalen Veränderungsprozess im Facility Management in Healthcare – Eine integrative Literaturrecherche*
- *Digital Transformation of Real Estate & Facility Management – Innovative Technologies require innovative teaching methods*
- *The Current State of BIM on Existing Buildings: The Case of Germany*

The goal of the first paper is to identify the digital maturity of the company to set the baseline for the next steps of the digital transformation. Especially healthcare organizations frequently lack the knowledge about the digital maturity of their non-medical support services to which facility management (FM) belongs. However, it would be important for FM organizations to understanding their current digital capabilities in order to draw strategic decisions. Overall, the integrative review demonstrates the need to develop a holistic maturity model for FM in healthcare, that includes transformational capabilities, rather than just technological

applications. As such a maturity model should offer a level of adaptability for healthcare organizations to align the model to their organizational characteristics.

The second paper focuses on the knowledge transfer in the area of digitalization within RE/FM. Based on a worldwide survey the paper provides multiple and varied information on the technologies, and the differences in perception between industry and academia. This paper helps to identify the most promising technologies that we should incorporate into the curricula of future professionals and how to make their learning more effective with innovative educational methods.

The third paper presents how the digitalization of the Architecture, Engineering, and Construction (AEC) industry in Germany, particularly through the Building Information Modeling (BIM) method, presents opportunities for delivering facility management (FM) services more efficiently. BIM is primarily used in the planning and construction phase of buildings. In contrast, the usage of BIM in FM – that is, BIM-based FM – is limited to less than 1% of all buildings internationally. The paper states that the chief obstacle to BIM-based FM for existing buildings is the increased effort required for data acquisition and the lack of exchange between planners and operators. The paper provides valuable information for decision-makers and FM organizations about the optimization of the use of BIM in existing buildings.

At this point, I want to thank all international researchers who sent us numerous abstracts and papers for the double-blind review. The decline rate was kept high with more than 50%. I also want to thank the members of the editorial and the scientific board for their terrific work. They supported me in reviewing first the abstracts and then the full papers and gave a lot of input to the authors.

The high decline rate, the high reputed members of the editorial and the scientific board and the supporting universities ensure that the articles are not only highly scientifically qualified, but also that practitioners can put them into practice easily.
I also want to thank my team, especially Barbara Gurdet, Antonia Heil, Christian Lau and Lisa Thrainer. Without their personal engagement the journal would not be available in this high quality.

I wish you all the best from Vienna, an enjoyable read, a lot of input for your research and/or for your daily work. I look forward to new striking research in the next IFM Journal and a refreshing exchange at the 15th IFM Congress from 17th to 18th of November 2022.

Yours,
Alexander Redlein

Head of Editorial Board
To my family Barbara, Caroline Sidonie und Alexander David