

## Preface of the publisher

### **26<sup>th</sup> Journal für Facility Management: Science meets Practice**

Real estate and facility management are enablers of sustainability. The master thesis “Corporate Social Responsibility & Sustainability and Facility Management: Facility Management as driver of CSR” pointed this out already in 2012! So, the research was focusing on this topic already 12 years ago. But the industry was not really taking up. The thesis was submitted to competitions but the industry representatives did not honour it. Industry was mainly focusing on cleaning, maintenance and operation. Only one or two years ago, industry took up on sustainability. But in most companies, other departments are already in the driver seat. No FM raises hands and want to be part of the development. I personally ask myself, how academics research can be better disseminated in practise. What we can do that our messages are considered? Industry always stresses the importance of education and research. But if we researchers put something forward that is more strategic or not in the main stream, we are often not taken as relevant. I invite you to give me hints, what we as Real Estate and Facility Management community can do, to shape the future together. There is a lot to be done. In Europe we have to be carbon neutral by 2050. Together we can develop NEW approaches to reach the goal not only with big investment, but adding value to the users. Therefore, this issue focuses already on solutions in this area:

- *How FM can improve organisations’ ESG reporting: Compliance or Strategy as driver?*
- *Reporting Metrics and Benchmarking Results in Hotel Energy Consumption: a Systematic Literature Review (SLR)*
- *The relocation process into a refurbished work environment: A sample case study incorporating employers’ and employees’ needs and wishes.*

The first two papers analyse specific industries or a country as a whole and suggest management approaches for ESG. The third paper is based on case studies to provide suggestions for an optimisation of the change management process within workplace management: The first paper focuses on the ESG readiness of a Nordic country. The paper investigates how the EU ESG legislation relates to other sustainability frameworks and to FM to establish an understanding of the historical foundation. The paper will also discuss how ESG reporting can be a strategic driver for FM organizations based on a Danish survey A main result of the paper is a model and a

guideline for how FM can contribute to ESG as a strategic driver for environmental, social and economic value creation. The second paper focuses on sustainability in the hospitality sector. Current regulative policies and sustainable tourism goals require the European hotel industry to create environmental intensity metrics for non-financial reporting matters. Within this field, optimizing and understanding energy use is crucial for enhancing sustainability and operational efficiency. An extensive literature review shows the currently used intensity metric energy use divided by hotels' floor area and occupant-related metrics. The review analyses the energy audit results of 1,494 hotels and finds an average EUI of 273.9 kWh/m<sup>2</sup>. But not only the consumption but also factors influencing were analysed to make the results of specific hotels comparable. This is the basic for general management decisions. The third paper focuses on change management to enable the implementation of new working environments that enable hybrid work. The present article deals with a case study documenting all the steps of relocating a research department. The paper sheds light on a change and design-thinking process incorporating different employers' and employees' wishes. Concepts like these, which collect needs directly from the people concerned, make it possible to realise changes that are in the interest of those affected and, therefore, require no further far-reaching changes.

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. 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 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 18th IFM Congress 2025.

Your

Alexander Redlein (Head of Editorial Board)

To my family Barbara, Caroline Sidonie und Alexander David