

## Plenary Keynote

### **FACILITIES MANAGEMENT IN ITALY: BETWEEN TRADITIONAL AND INNOVATIVE APPROACHES**

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### **ABSTRACT**

The paper aims at describing different models of facilities management developed in Italy through the analysis of three case studies: two relevant architectural works in Milan and an example of facility management for the built environment in a medium-size town (Rimini).

The headquarter of the Italian company Pirelli & C. Real Estate and the Arcimboldi Opera Theatre, designed by the Italian architect Vittorio Gregotti, are located in the Bicocca quarter, a former industrial site that was deeply regenerated and transformed in a new urban centre with mixed functions. The headquarter was built in the '90s around the pre-existing high cooling tower (the symbol of the industrial history of the area) and contains offices and other spaces for special functions. The auxiliary services are delivered according to an integrated facilities management approach.

The Arcimboldi Opera Theatre (the second largest opera hall in Europe) satisfies the high demand of musical concerts and performances in the Milan metropolitan area. The theatre uses advanced technical solutions for acoustic quality and stage design. Facilities management services are carried out according to a traditional model (single contracts for each service).

The third case concerns the integrated management of the municipality buildings and other public urban services in the town of Rimini (North-East Italy, about 135,000 inhabitants). The Municipality has outsourced the facilities management services to a consortium constituted by an important Italian FM outsourcer and some local SMEs.

The study will compare the adopted facilities management models with regard to different aspects: technological and managerial solutions, quality of services and customers satisfaction, advantages and drawbacks emerging by the two models, main innovations introduced in the management system.

The analysis aims also at showing the reasons for the choice of different facilities management approaches and the strategies that are likely to be adopted in the future.

**Keywords:** facilities management, built environment, Italy, integrated facilities management approach, integrated management, outsourced