

*Forum 3:  
Real estate management -  
housing company vs. tenants*

*PhD Kim Haugbølle  
Danish Building and Urban Research*

*SUREURO Conference  
Paris 23rd & 24th of October 2003*

- **Presentation**
- **Setting the context**
- **Four different strategies**
- **Shifting responsibilities?**

- **Vision: New knowledge that improves the built environment**
- **Users: Professional practitioners and political decision-makers**
- **Clients: Authorities, research councils and programs, foundations, companies and organisations**
- **Staff: 110 employees**
- **Annual turnover: 10 mio. €**
- **Funding: Below 50 % basic funding**

- **Architecture**
- **Urban development**
- **Housing**
- **Environment**
- **Building technology**
- **Productivity/quality**
- **Energy**
- **Indoor climate**

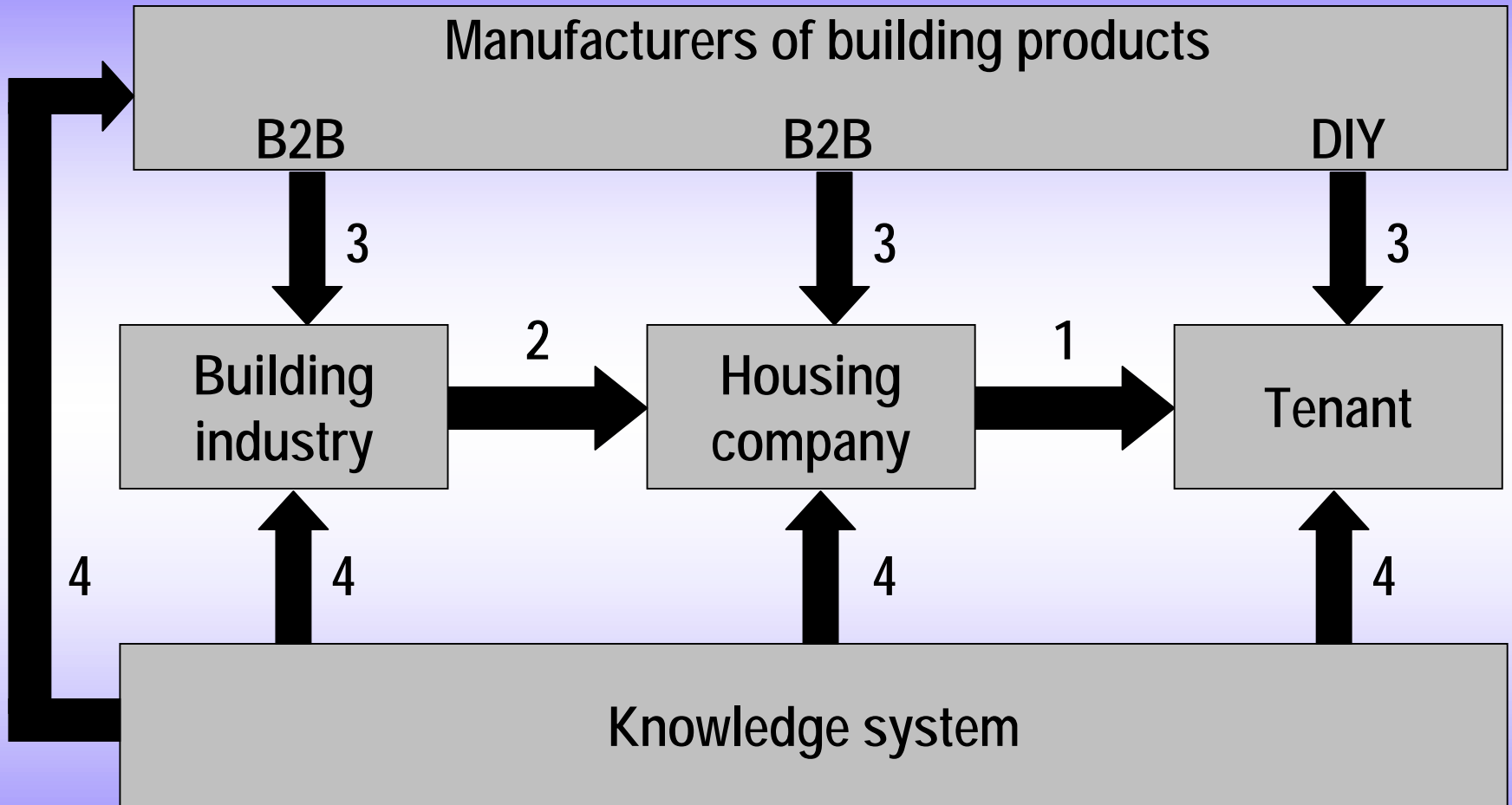


# Productivity/Quality

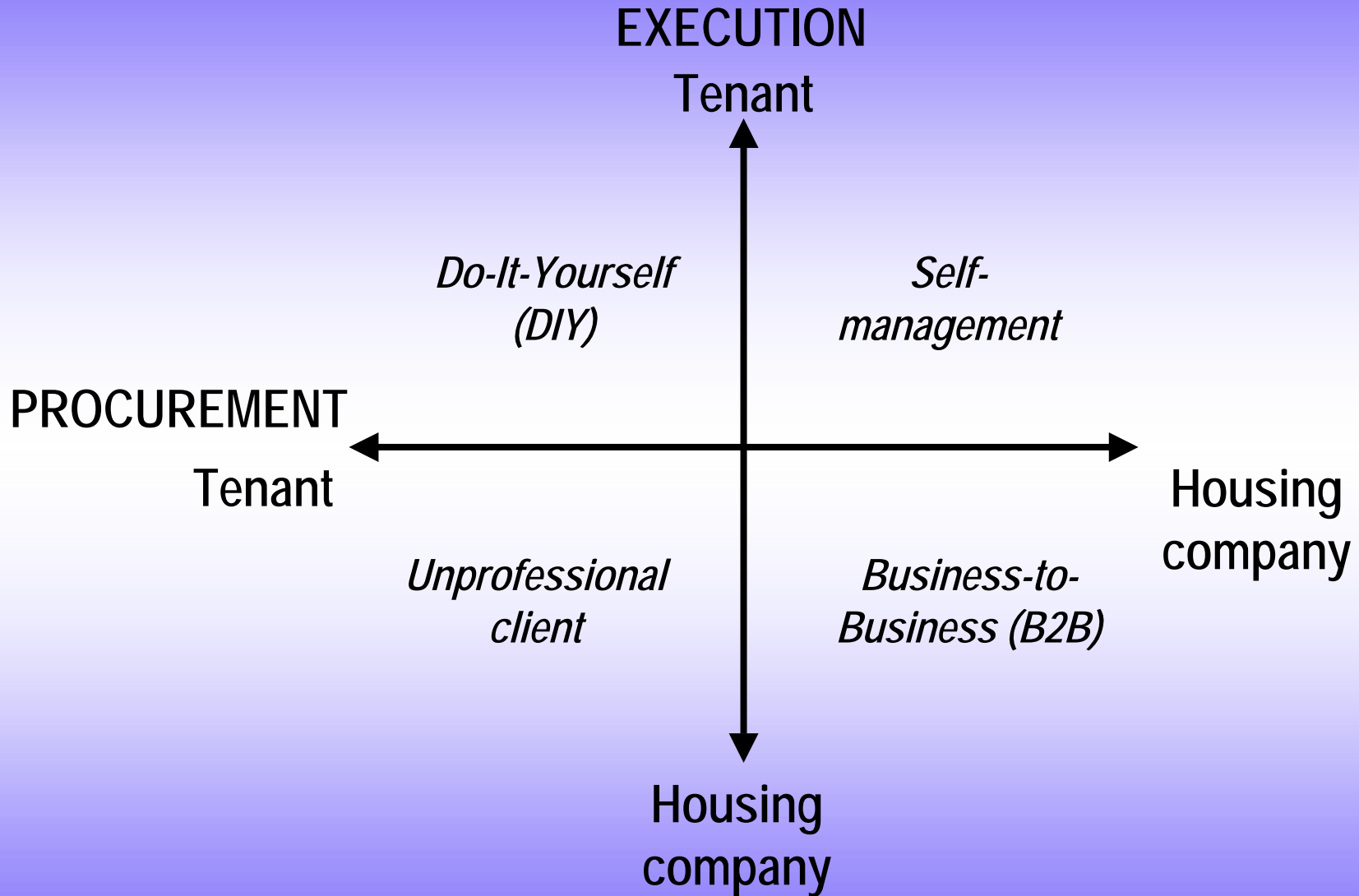
- Evaluation and documentation
- Management and cooperation
- Communication and ICT
- Innovation and learning



# Setting the context



# Four different strategies



# Shifting responsibilities: Efficiency versus democracy?

- **Private vs. collective ownership**
- **Gaps in preferences and expectations**
- **Influence vs. alienation**
- **Current vs. future tenants**
- **Cost and quality of work**