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Tiivistelmä Referat – Abstract		
<p>Climate change drives mankind towards new ways of living. The 4<sup>th</sup> industrial revolution was fuelled by cheap energy. The ongoing 5<sup>th</sup> wave of informatization requires radical changes to the foundations of welfare and improved energy efficiency.</p> <p>The real estate and construction sector is responsible for 40% of energy end use in Finland. The goal is to reach 20% savings in CO<sub>2</sub> emissions by the year 2020. However, The Energy Conservation Agreement on Housing and Properties has not resulted in savings.</p> <p>This study is part of “The Anticipation of Competence and Skills Needs in Real Estate and Building Sector” project. A web-based survey on industry trends highlighted energy efficiency as one the three most important factors over the next 10 years. The research question is: how will property managers respond to climate change challenge by developing and delivering energy efficiency services (EES). The empirical part was conducted by applying the competence laboratory (CL) method to a pilot company’s employees attempts to find new methods to develop their work.</p> <p>No energy efficiency service initiatives emerged during first four competence laboratory sessions. The head of the research project asked the researcher to prepare one EES initiative together with the technical property manager. The result was presented in CL session nr 5. On one hand, the reaction was one of reluctance: the CL participants expressed <b>no intention to develop EES</b> – on the contrary, the unit manager anticipated strong objections from housing company boards when asked to change the existing fixed-price contract to a incentive-based EES contract, even if the time studies show that there are only couple of minutes a month available to scrutinise and act upon deviations in the energy efficiency report of a single building. On the other hand, there was also an another voice, speaking about the <b>need to develop a new, optional product line and pricing, and negotiate new agreements</b>.</p> <p>To validate the result, the CL should be carried out in companies both outside the Helsinki metropolitan area and also in small-size companies, preferably in the autumn and over a two-month period.</p>		
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