

Maximizing customer feedback in FM



Dr Matthew Tucker





Please note: much of the thoughts and concepts discussed during this presentation will contribute to a research report published by the RICS, the research sponsor for this research.

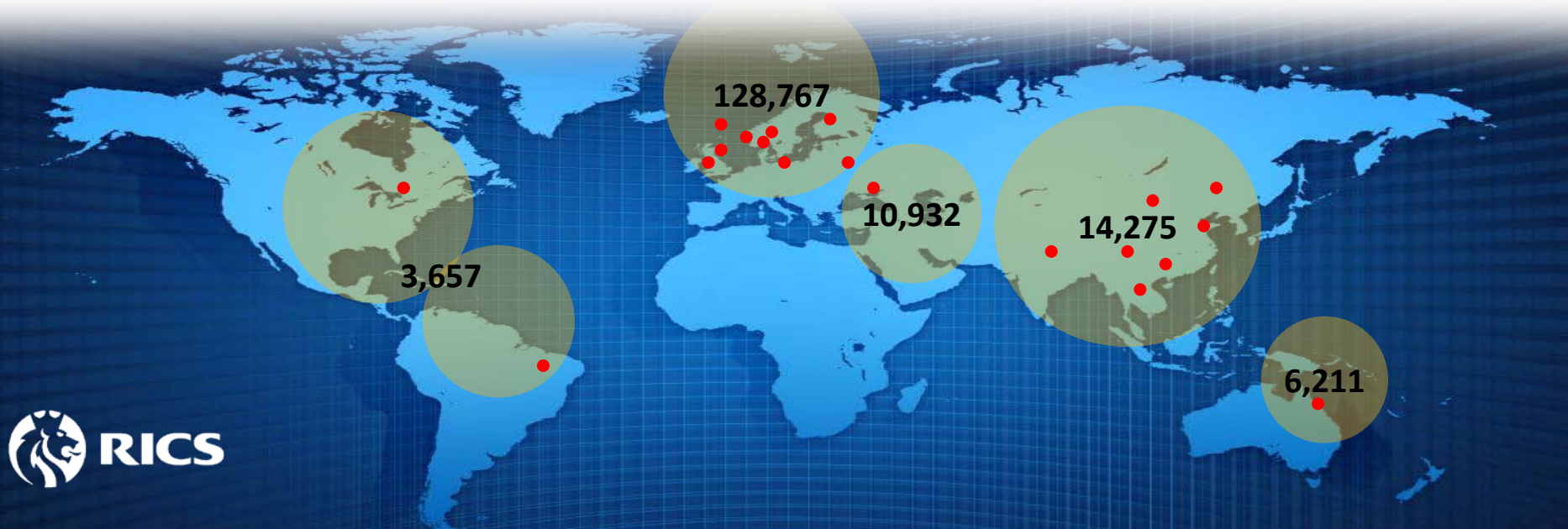
RICS Mission

To advance and enforce standards in land, property and the built environment, and to promote the usefulness of the profession for the public good

Over 160,000 members in 146 countries worldwide

Global network of offices in the major and emerging economies

500 industry research and policy papers published every year



IFMA core competency

Management and Leadership

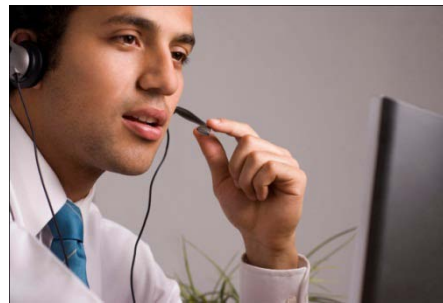
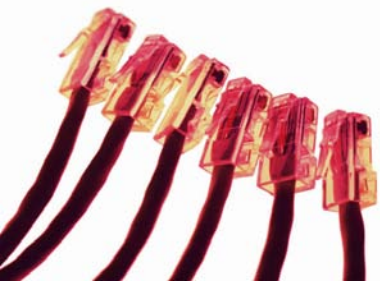
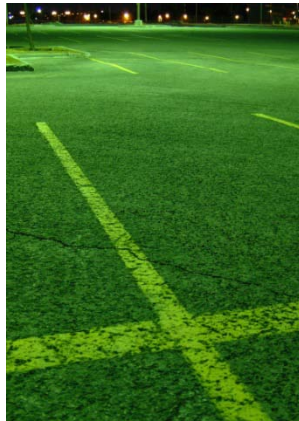
Learning outcomes

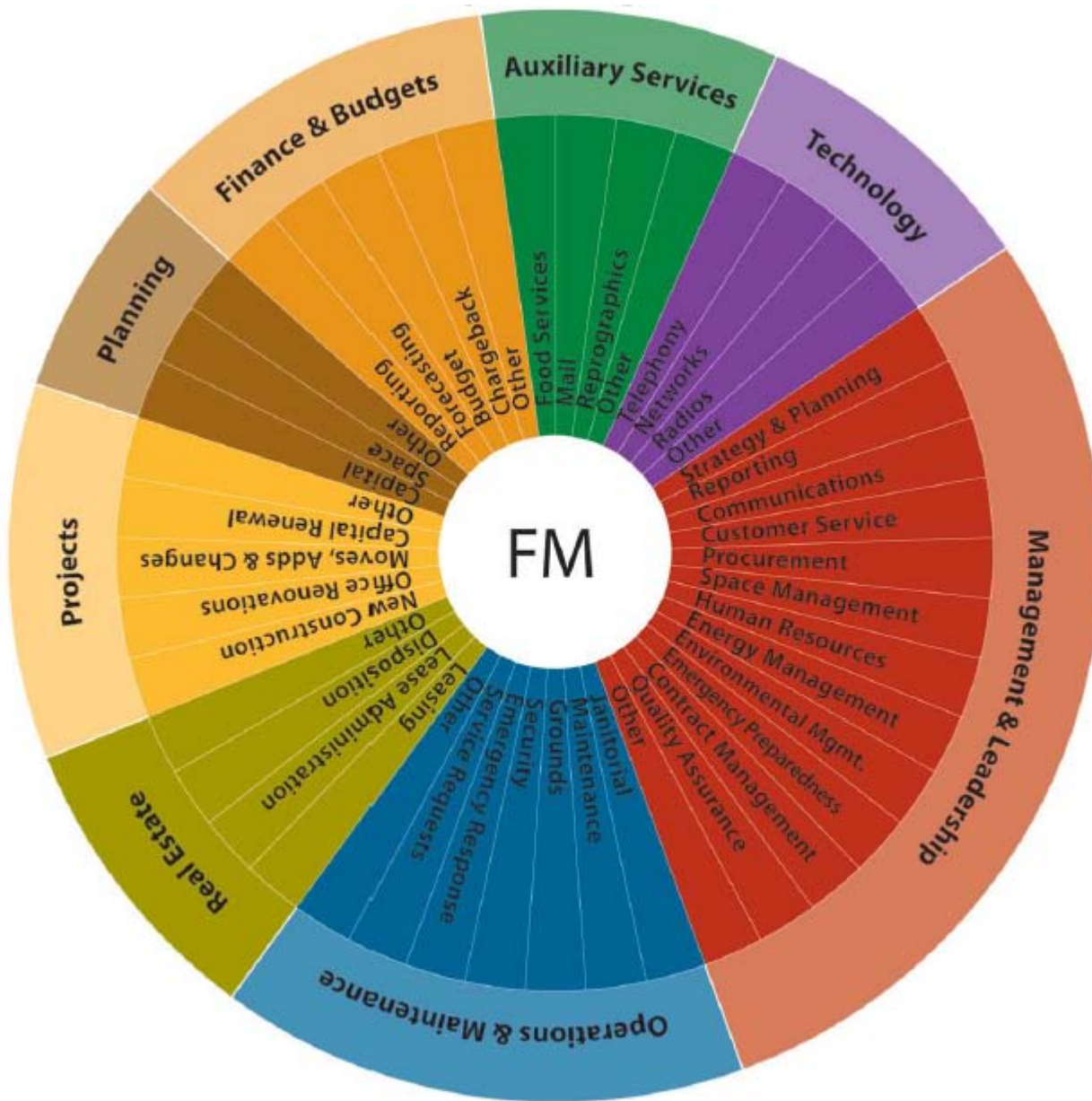
1. To appreciate the importance of customer viewpoints in FM
2. To understand the basic concepts of customer satisfaction and service quality
3. To critically discuss the ways in which we FM's can capture customer feedback to improve service delivery



The FM challenge

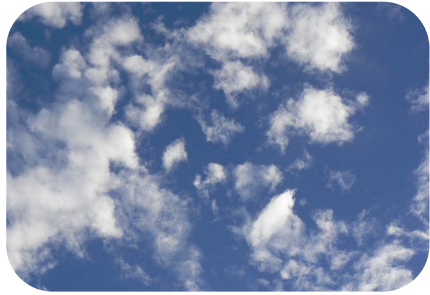
What services?





Theriault (2011)

FM influences of the future



The cloud



Everything as a service



Whole life integration



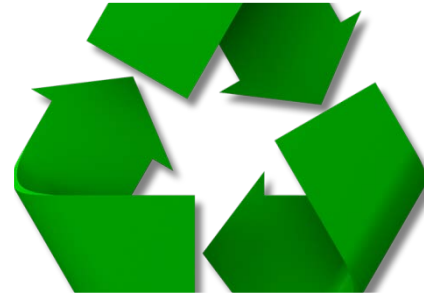
Talking spaces



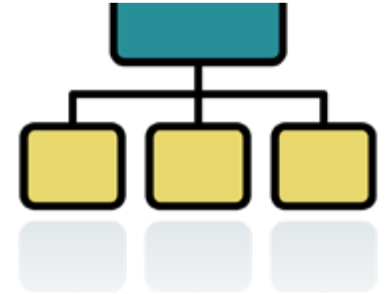
Collaboration and partnerships



The social age



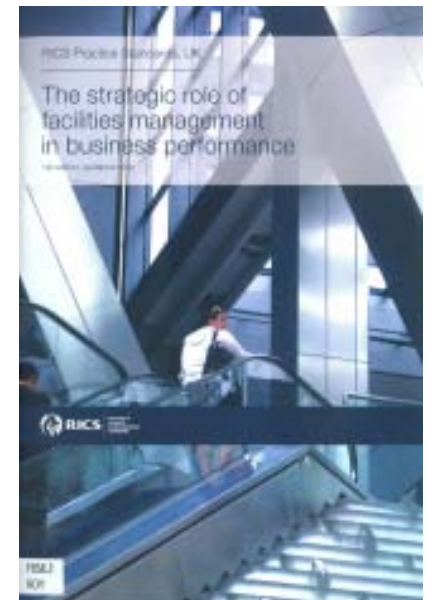
Sustainability



Infrastructure

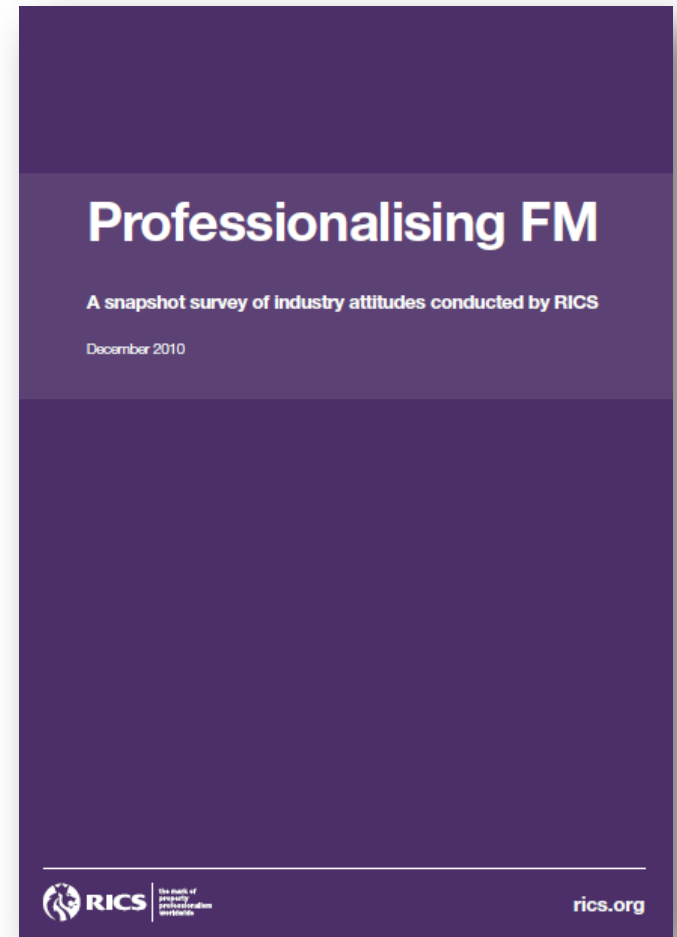
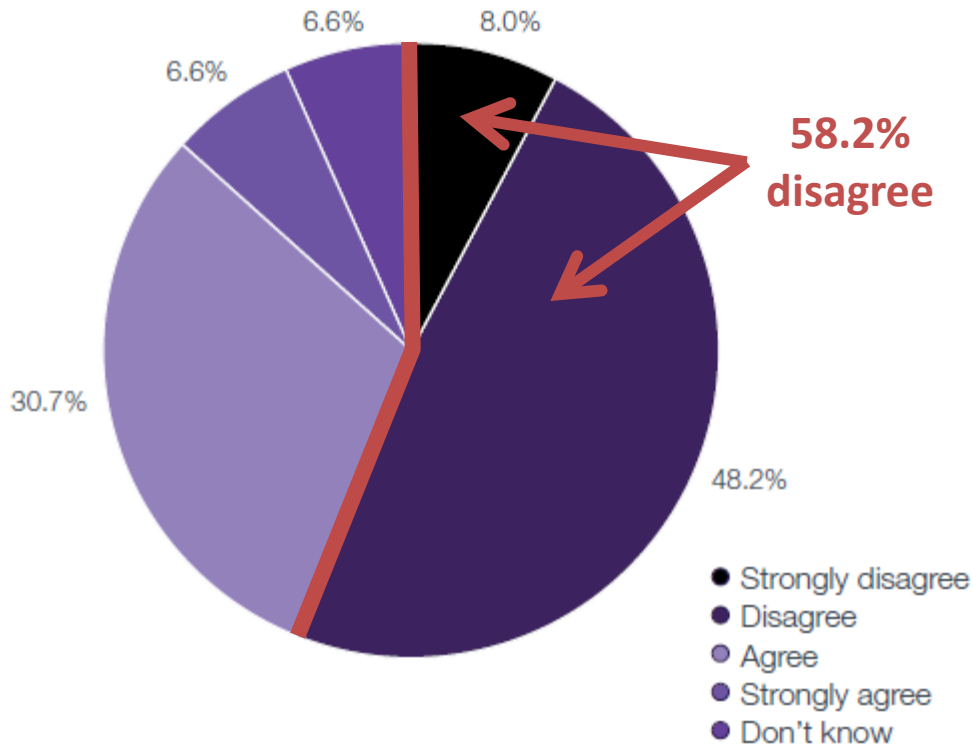
The fundamental challenge

“The strategic role of
facilities management in
business performance”



Demonstrating value to customers

On a scale of 1-5, how strongly do you believe that:
FM as an industry has done well in presenting the
strategic value it delivers to customers



Overcoming transactional culture

Adversarial (transactional) vs. collaborative (strategic) relationships

Transactional type	Strategic type
<ul style="list-style-type: none">• Arm's length• Value specified• Contract-led• Asymmetric• One of many• Shorter-term• Tightly defined	<ul style="list-style-type: none">• Arms linked• Value created• Spirit-driven• Parity• Selective• Longer-term• Continually developing

Service 'quality'



Shaping company image

‘Facilities management is concerned with the **care of people** and the **buildings they occupy** to ensure that...

... customers are provided with **excellent service** and that the public form a favourable **image of an organisation**’

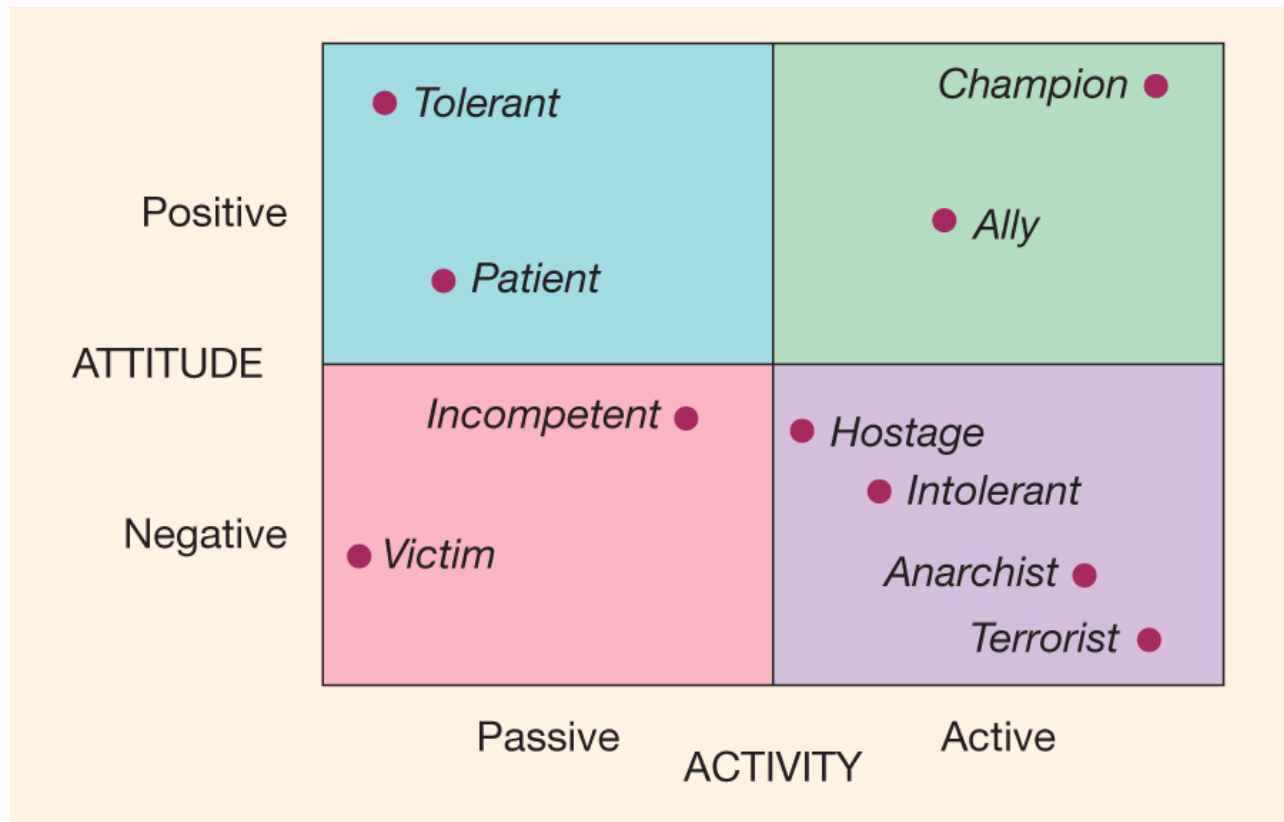
Alexander (1992)

Service 'quality'

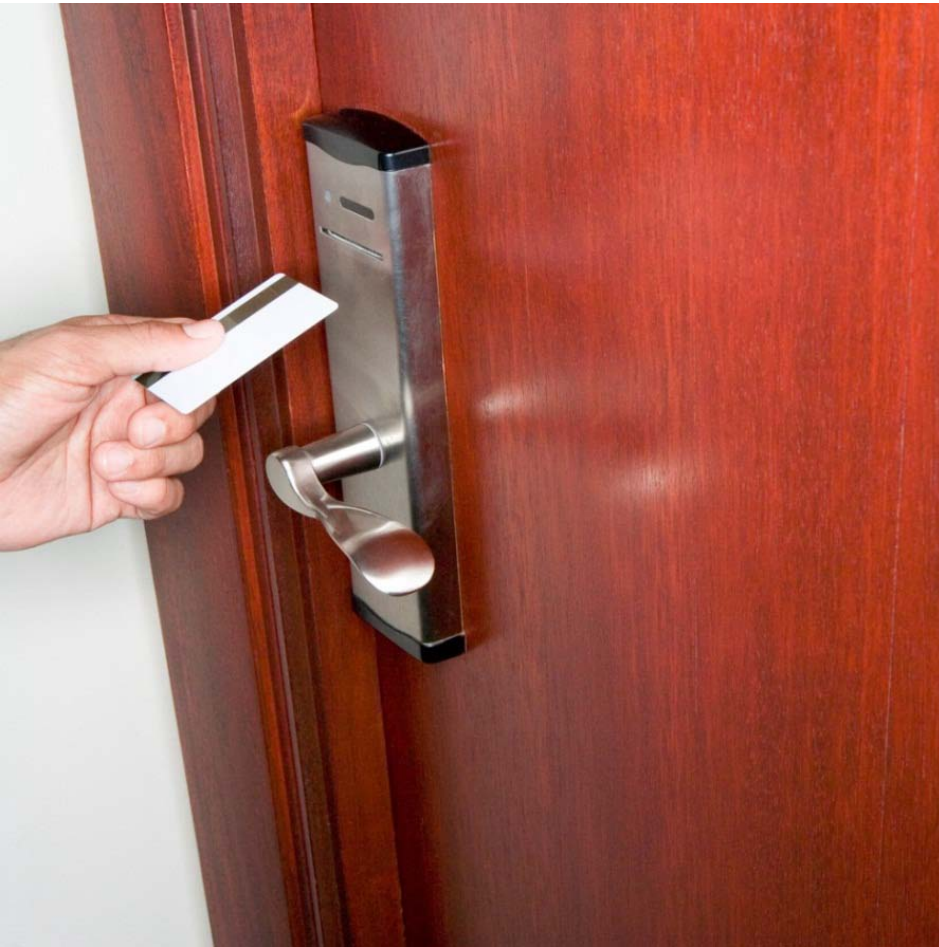
The standard at which an organisation thinks it is delivering FM services can often be **distinctly different** from the perceptions of the customers/users receiving the services

Nature of the customer

All customers are different – meeting all their needs is a constant challenge

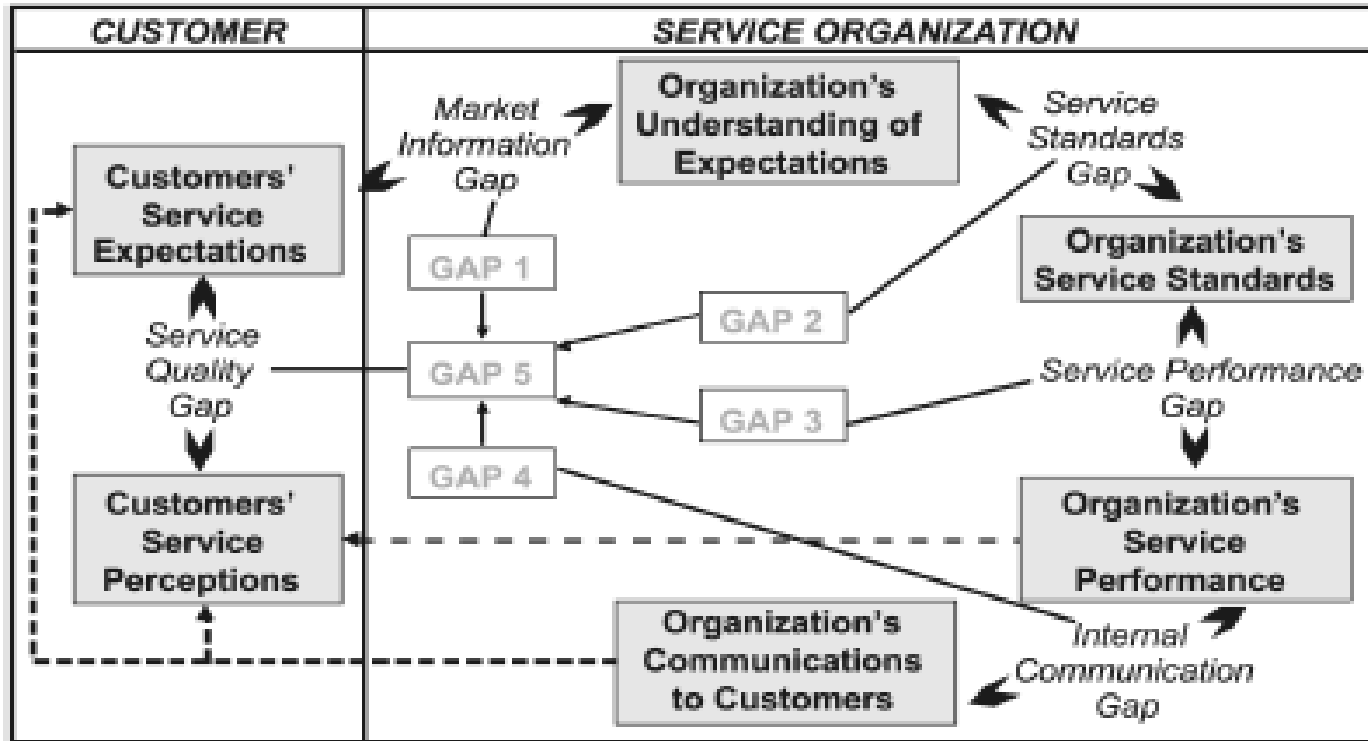


Source: Johnston *et al* (2012)



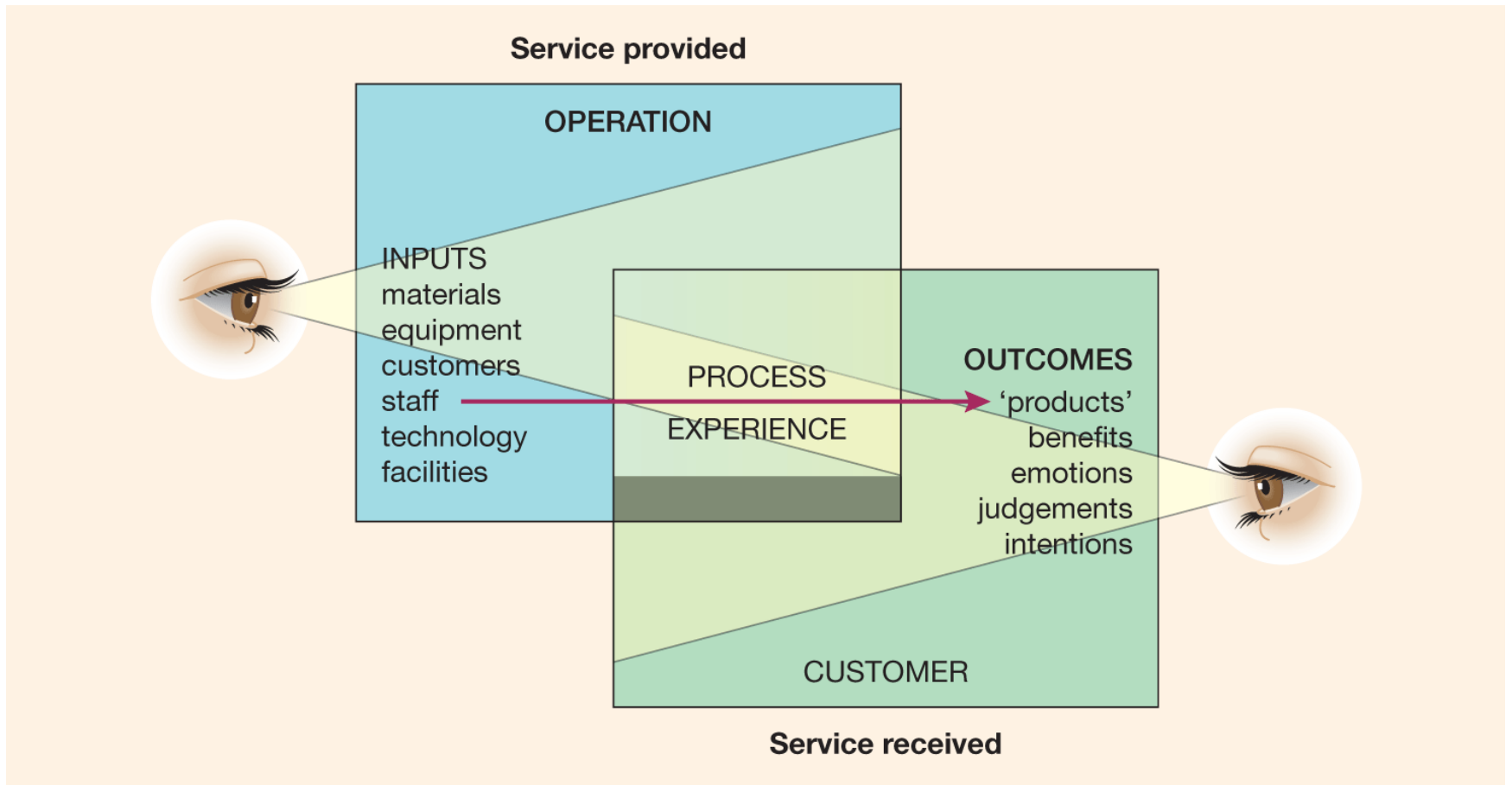
Service quality fails when there is a gap between customer **expectations** and **perceptions** ... measuring perceptions helps understand expectations

Perception-expectations gap



Parasuraman (2004)

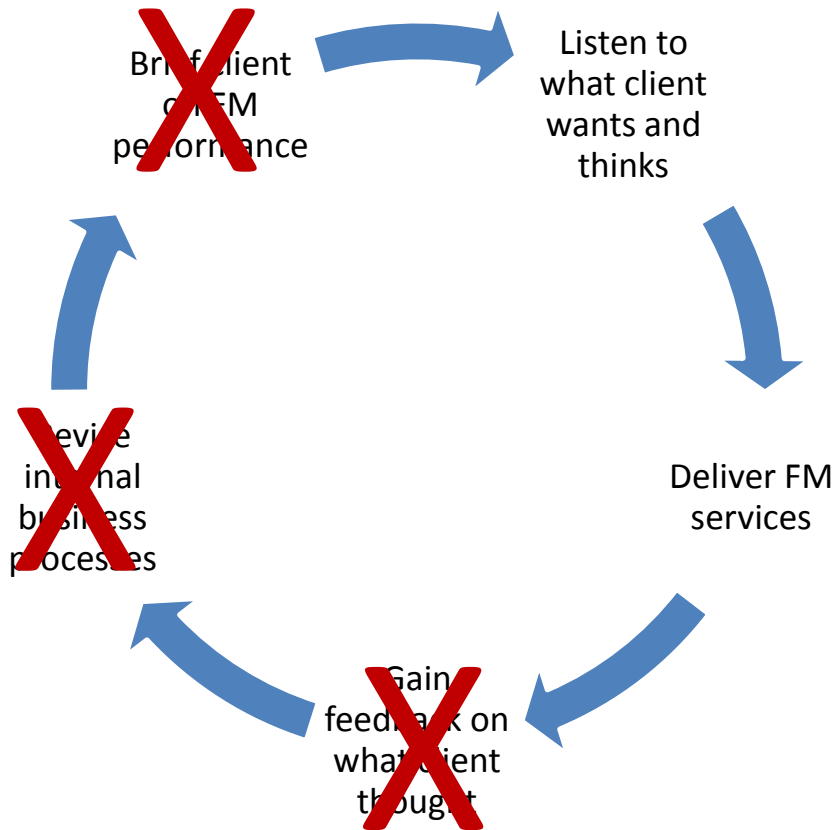
Outside-in service delivery



Source: Johnston *et al* (2012)

Maximizing customer feedback

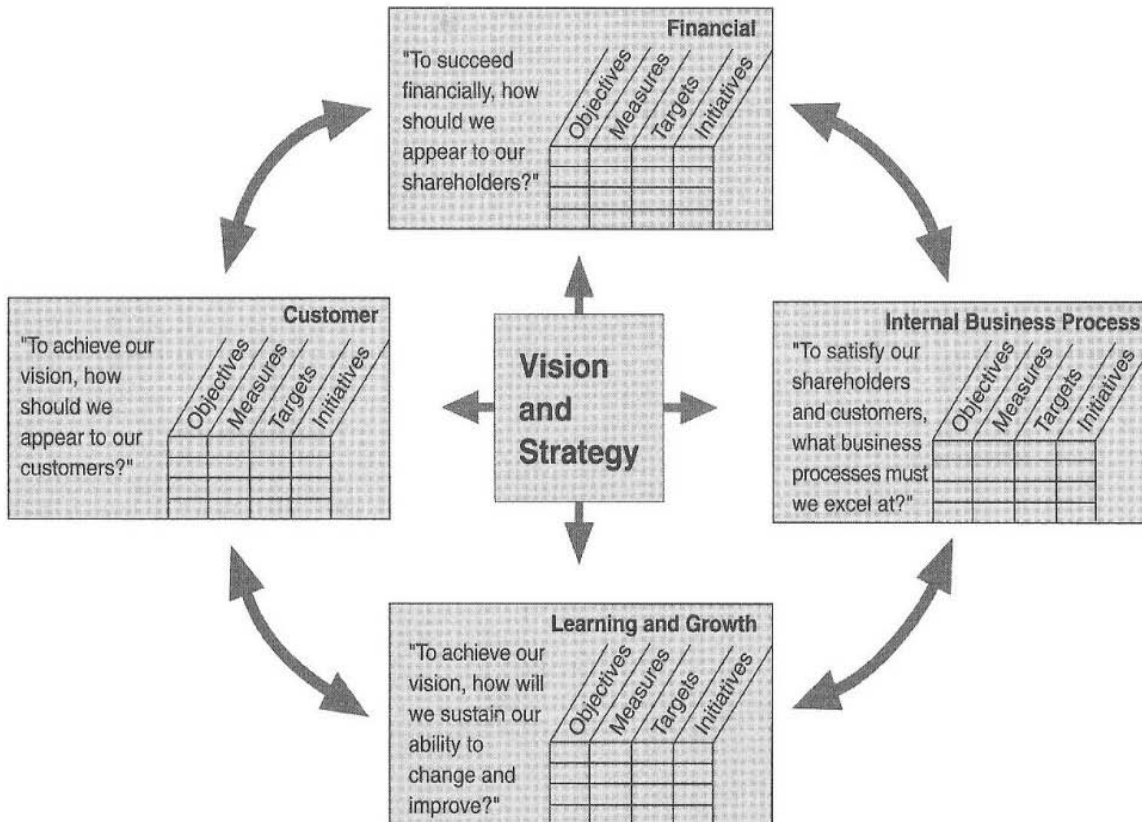
The delivery-feedback gap in FM



Solution – to raise the standards and awareness for how we capture customer feedback



The balanced scorecard



Do we use a balanced scorecard of performance measures in FM?

?

Kaplan and Norton (1996)

Missing pieces

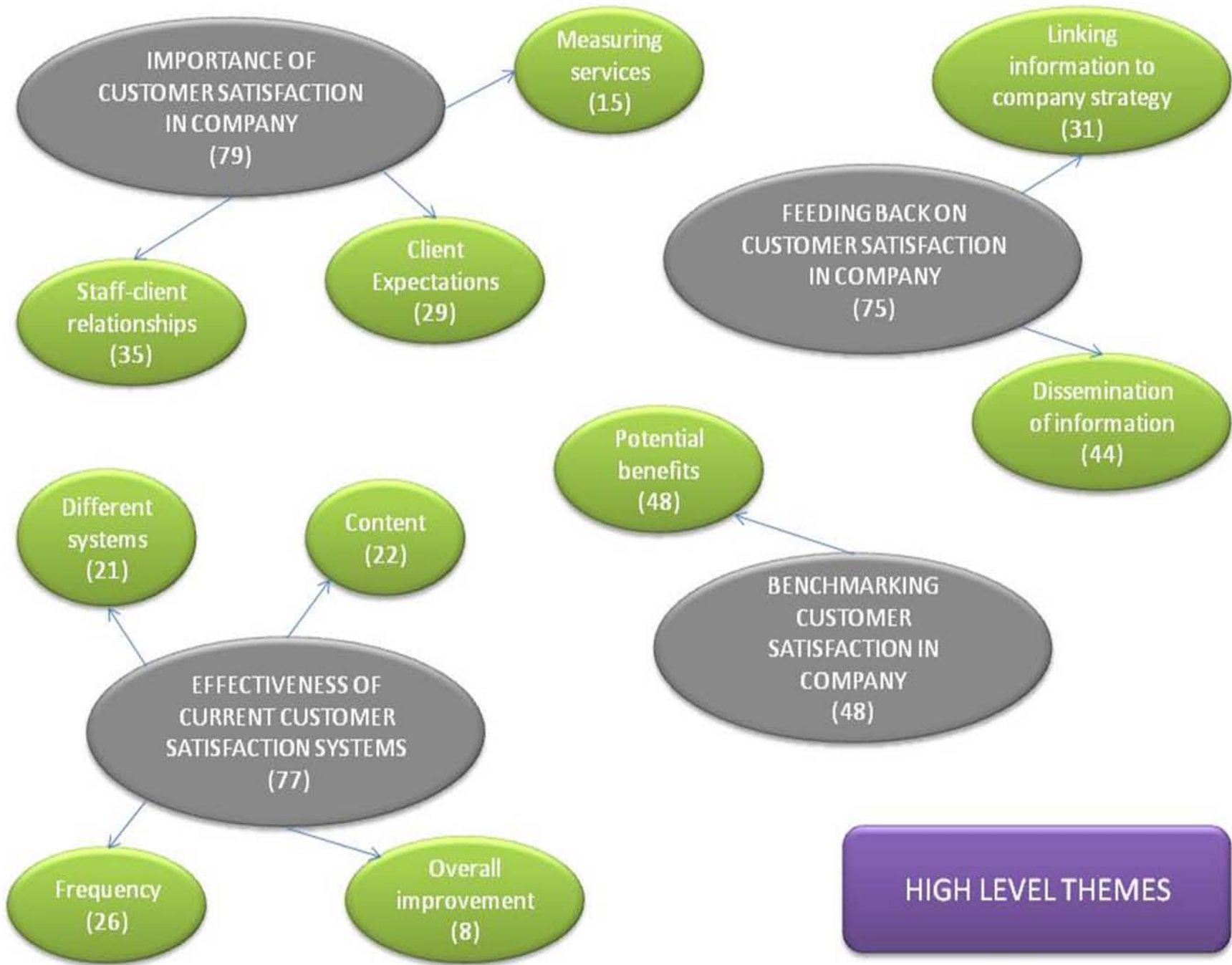
Lack of performance measurement research from a customer perspective

Lack of knowledge on how to manage customer performance indicators

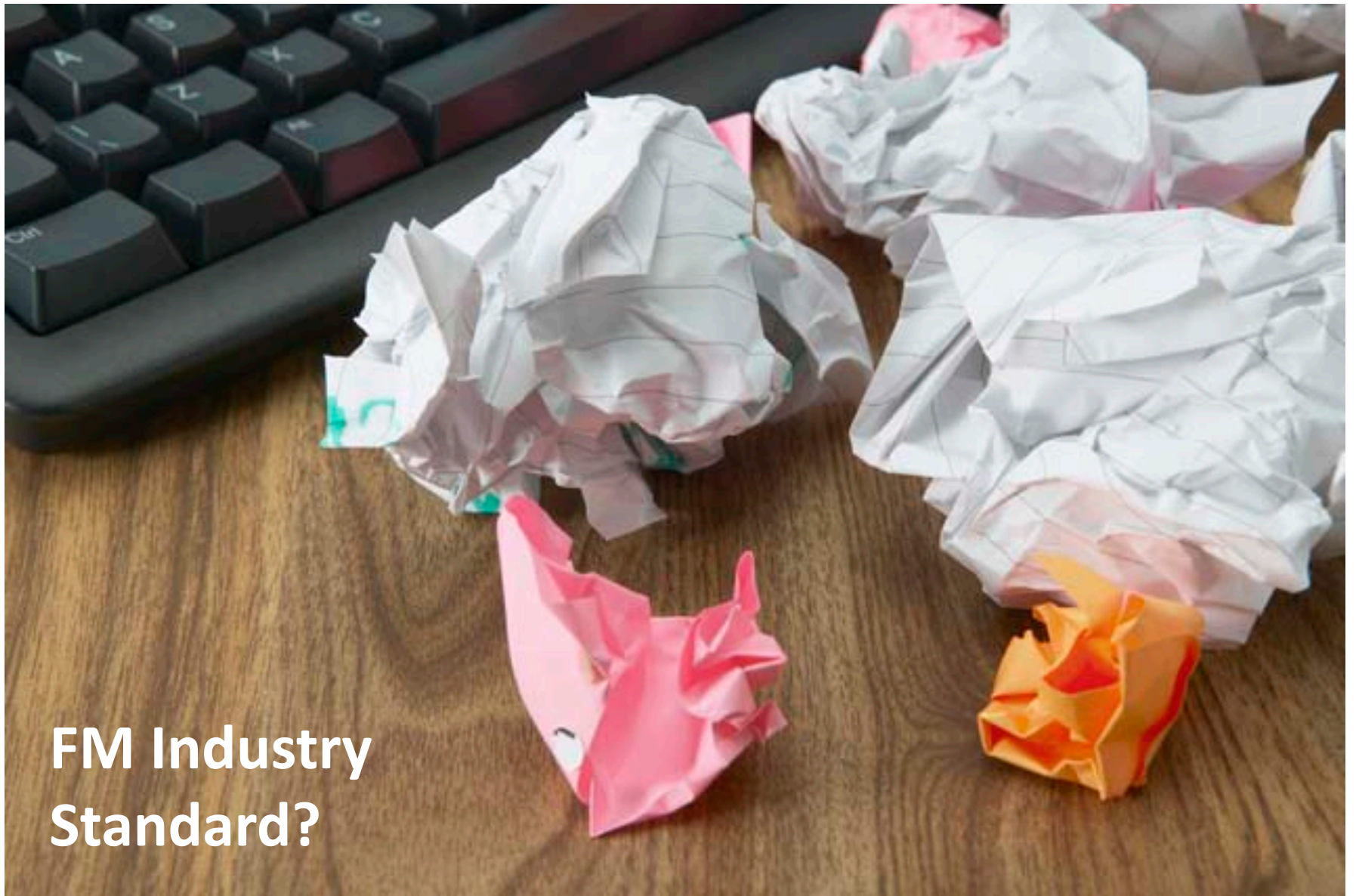
Lack of information on what customers think about service delivery to help add value to business

Lack of benchmarking data to understand generic levels of customer satisfaction





HIGH LEVEL THEMES



**FM Industry
Standard?**

Next steps...

The development a white paper on maximizing customer feedback in FM – published by RICS

In-depth interviews with FM supply chain in the US



Take-away points

Demonstrating the value of FM to organizations is still a fundamental challenge

Capturing of customer feedback / performance data should be on the agenda for FM professionals equally with other indicators to create a balanced scorecard approach

The relationship (contractual) culture between FM's and customers/clients is paramount to the level of priority given to customer feedback

Establishing a suitable method to collect customer feedback should be carefully considered and planned

A white paper on these critical areas will be produced via RICS attempting to promote good practice in the areas discussed

Q&A

Q&A

Can you name the global professional institute funding my research?

Royal Institution of Chartered Surveyors

Q&A

Can you name 3 of the big influences on FM now and in the future?

The cloud

Whole life integration

Collaboration/partnerships

Sustainability

Everything as a service

Talking spaces

The social age

Infrastructure

Q&A

Fill in the gaps in the following statement:

Service quality fails when there is a gap between customer expectations and perceptions.

Q&A

What type of culture did I say we needed to overcome in FM in order to prioritise customer needs

Transactional culture

Q&A

What are the four key areas of the balanced scorecard?

Financial

Customer

Internal business processes

Learning and growth

Thank you for listening

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