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
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

- 6.6%
- 8.0%
- 30.7%
- 48.2%
- 58.2% disagree

Professionalising FM
A snapshot survey of industry attitudes conducted by RICS
December 2010

rics.org
Overcoming transactional culture

Adversarial (transactional) vs. collaborative (strategic) relationships

<table>
<thead>
<tr>
<th>Transactional type</th>
<th>Strategic type</th>
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<tbody>
<tr>
<td>Arm’s length</td>
<td>Arms linked</td>
</tr>
<tr>
<td>Value specified</td>
<td>Value created</td>
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<tr>
<td>Contract-led</td>
<td>Spirit-driven</td>
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<tr>
<td>Asymmetric</td>
<td>Parity</td>
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<tr>
<td>One of many</td>
<td>Selective</td>
</tr>
<tr>
<td>Shorter-term</td>
<td>Longer-term</td>
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<tr>
<td>Tightly defined</td>
<td>Continually developing</td>
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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

Brief client on FM performance

Listen to what client wants and thinks

Gain feedback on what client thought

Deliver FM services

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

Kaplan and Norton (1996)

Do we use a balanced scorecard of performance measures in FM?
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
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
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.
What type of culture did I say we needed to overcome in FM in order to prioritise customer needs

Transactional culture
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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