

# Maximizing customer feedback in FM



**Dr Matthew Tucker**





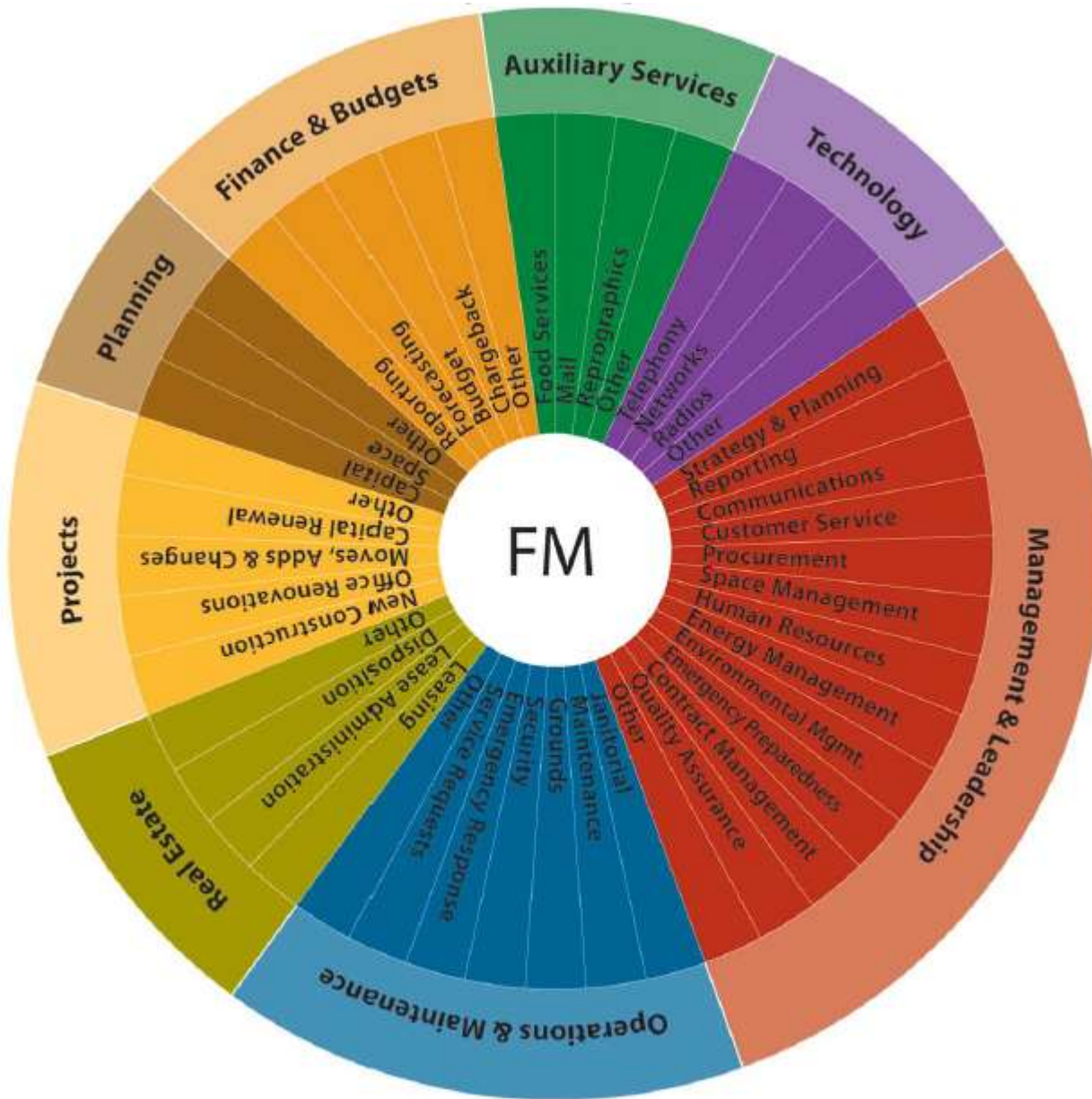


# The FM challenge



# What services?





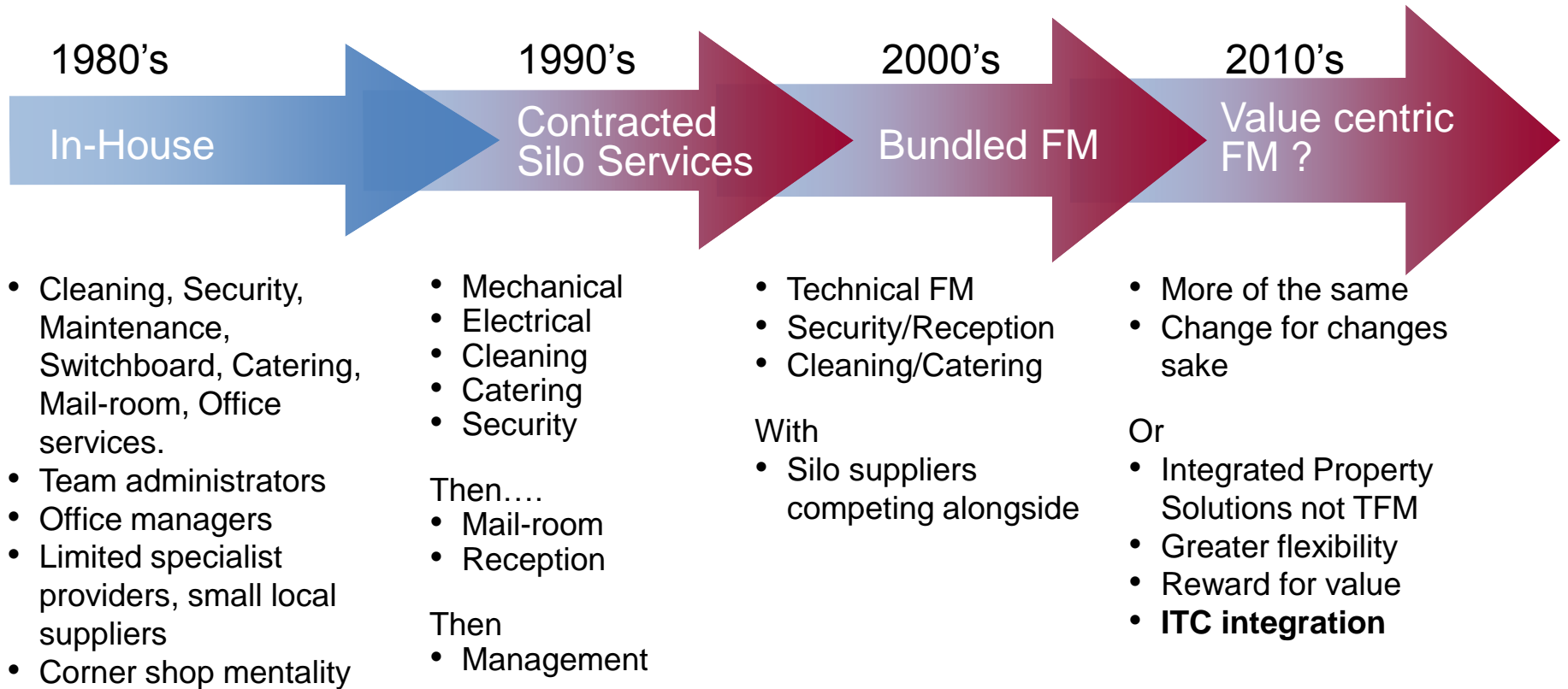
Theriault (2011)

“The strategic role of facilities management in business performance”





# Justifying the value of FM



# FM influences of the future



The cloud



Everything as a service



Whole life integration



Talking spaces



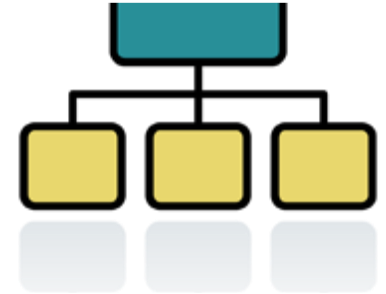
Collaboration and partnerships



The social age



Sustainability



Infrastructure

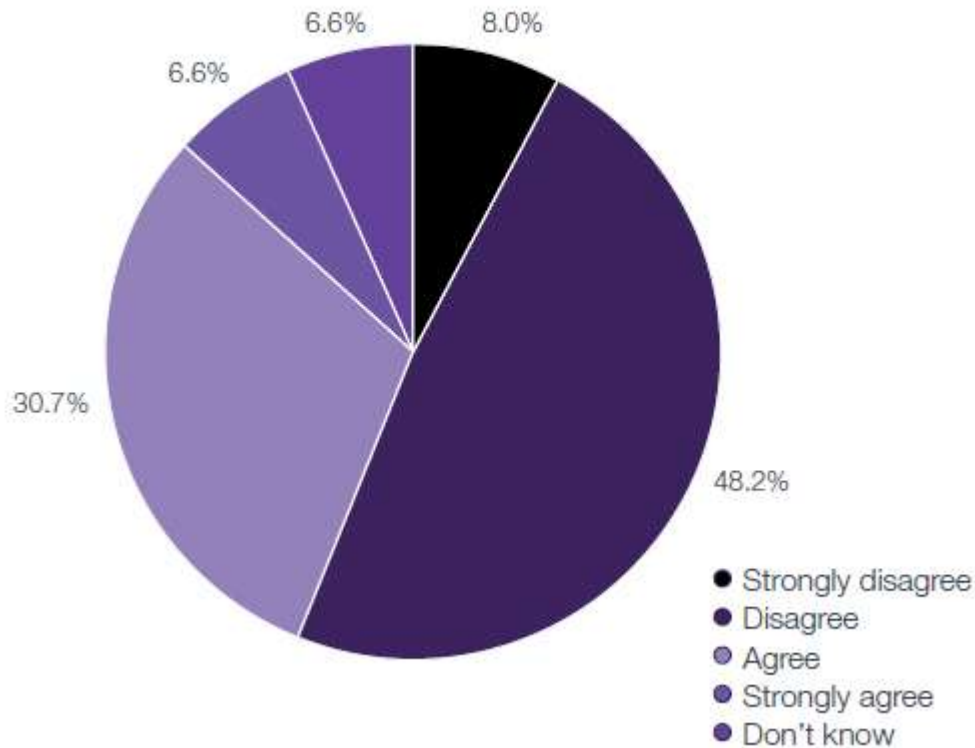
Delivering the right services





# 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



## Professionalising FM

A snapshot survey of industry attitudes conducted by RICS

December 2010

# 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'

# Service 'quality'

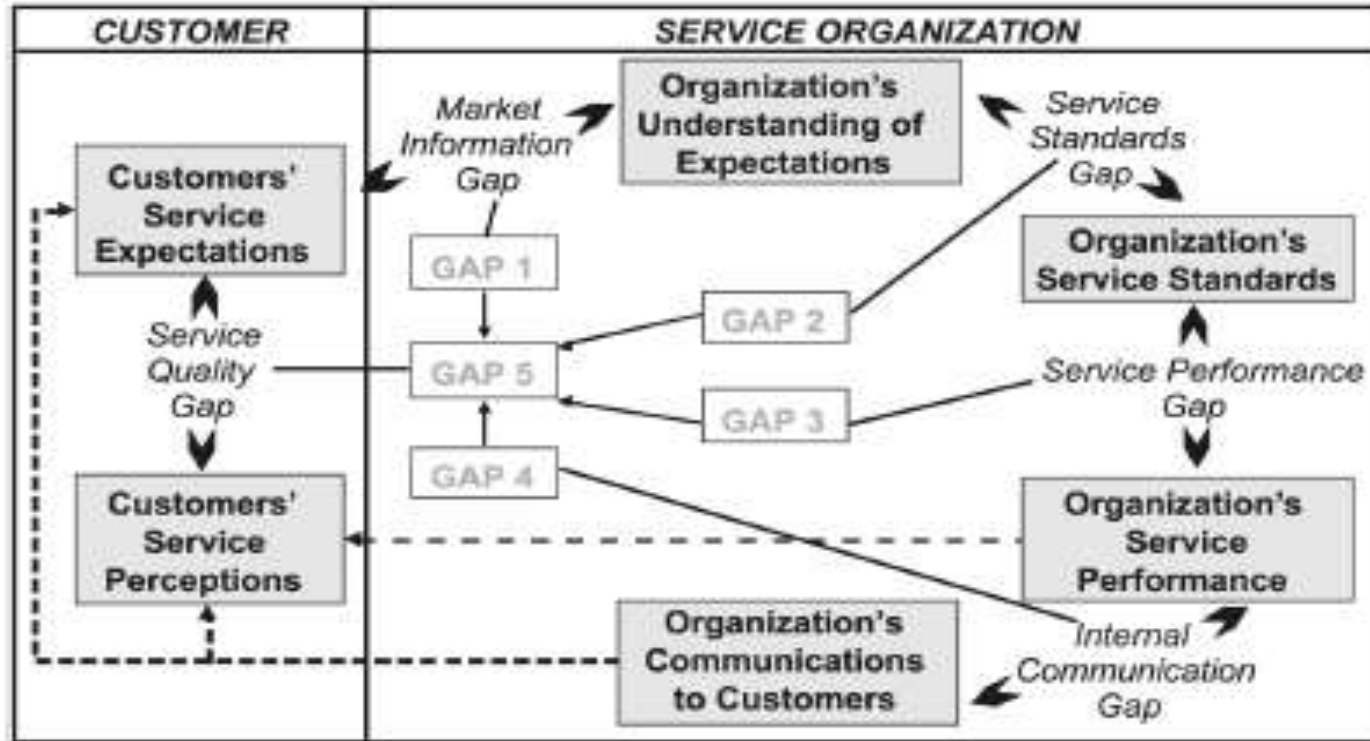
The standard at which an organisation thinks it is delivering FM services can often be **distinctly different** from the perceptions of the customers/users receiving the services





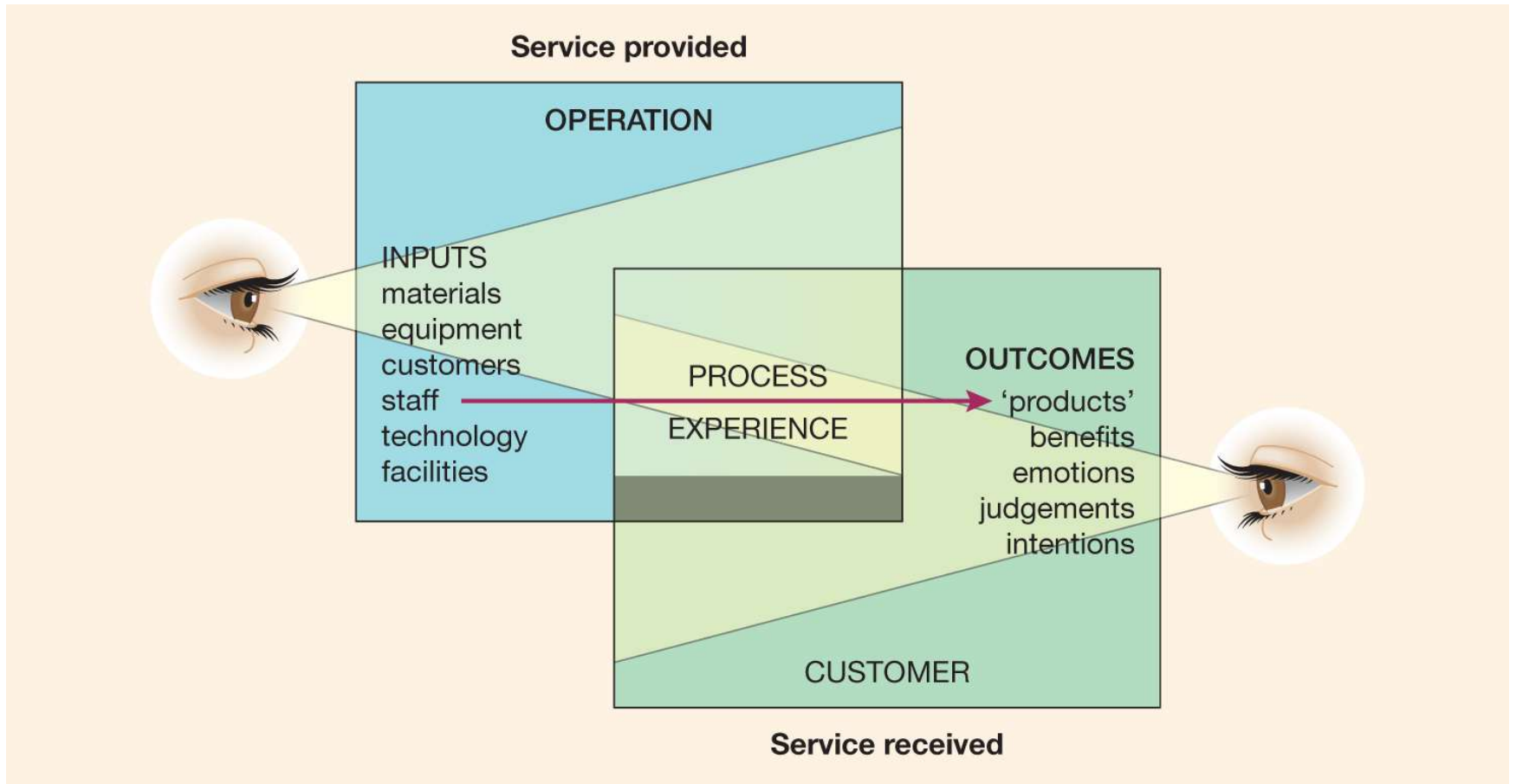
Service quality fails when there is a gap between customer **expectations** and **perceptions** ... measuring perceptions helps understand expectations

# Perception-expectations gap



Parasuraman (2004)

# Outside-in service delivery

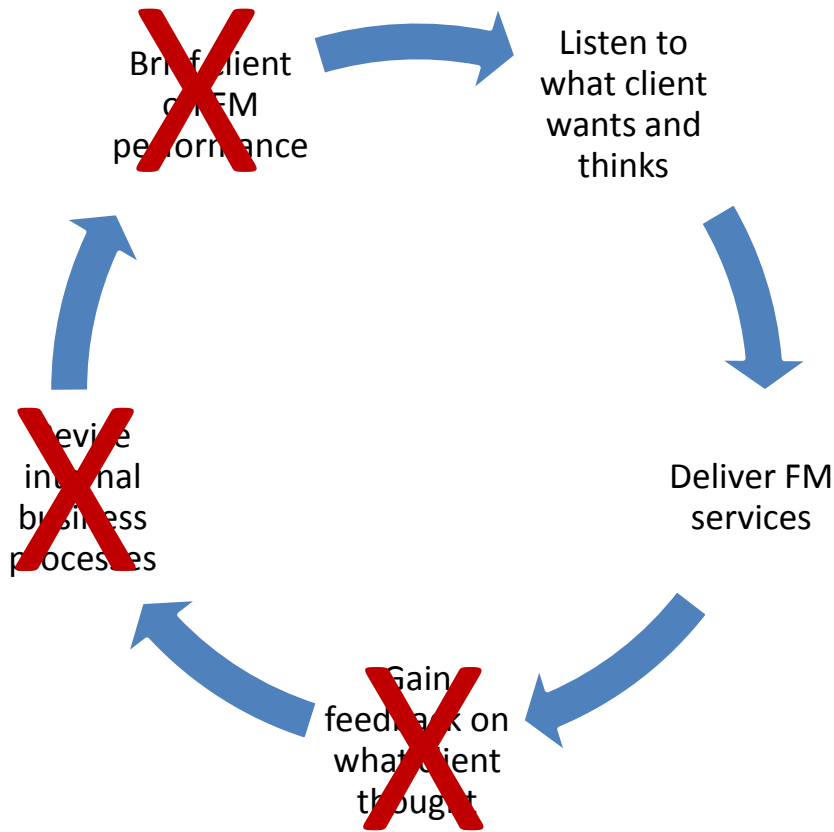


Source: Johnston *et al* (2012)

Maximizing customer feedback



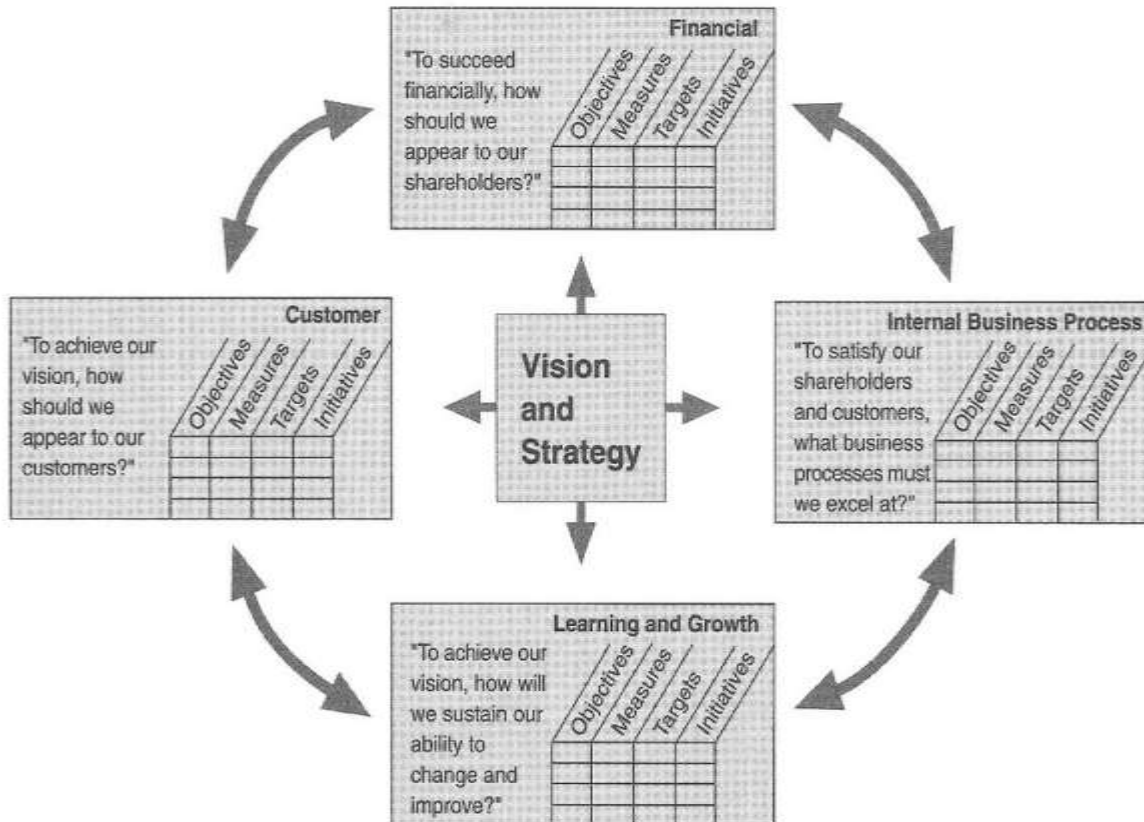
# The delivery-feedback gap in FM



Solution – to develop a customer performance measurement system for FM



# The balanced scorecard



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

?

Kaplan and Norton (1996)

# Missing pieces

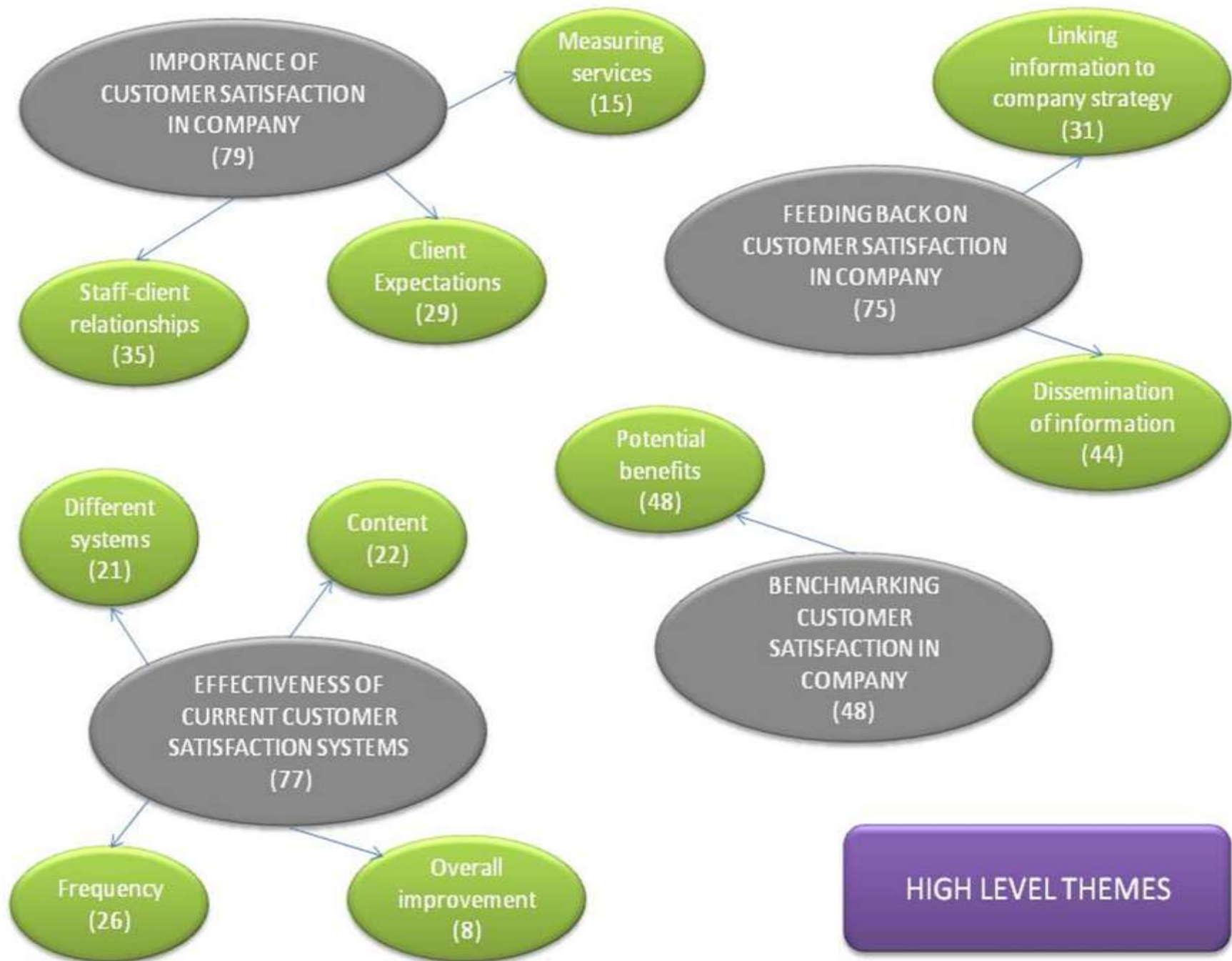
Lack of performance measurement research from a customer perspective

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







**FM Industry  
Standard?**

Next steps



# Next steps...

The development a good practice guide on customer satisfaction in FM

In-depth interviews with FM supply chain in the US



# Summary

Professionalising FM requires an understanding of taking an outside-in service delivery approach

Understanding customer expectations and perceptions will influence the ability to deliver FM services, however this is never easy to determine

Working through gaps in perception and expectation should be an ongoing assessment

Better measurement of customer satisfaction will enhance FM service delivery

Thank you for listening

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