Customer Satisfaction With Maintenance Contracts

Jo Harris – BSRIA
BSRIA

- Consultancy, test and research company
- Help construction and building services companies to become more efficient and effective
- The whole built environment chain from client to consultant, contractor and facilities manager
- 150 people, £10m turnover
Contents

- Research aims
- Research methods
- Key performance indicators
- Results
- Conclusions
Research Aims

- Capture customer satisfaction with mechanical and electrical maintenance contractors
- Challenge 4 year old KPIs
- Rank importance and identify KPIs that influence overall satisfaction
- Introduce new KPIs
Research Methods

- Qualitative - in-depth interviews
  - Pilot questionnaire
  - Develop new KPIs

- Quantitative - online survey
  - Representative views of customers
  - Extra questions on the BSRIA annual survey
Respondents to survey

- **How?**
  - E-mail to BSRIA and BIFM members
  - Article in FM World magazine
- **Who?**
  - Facilities managers, building owners and operators

<table>
<thead>
<tr>
<th></th>
<th>2005</th>
<th>2006</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of responses</td>
<td>99</td>
<td>94</td>
<td>101</td>
</tr>
</tbody>
</table>
Mechanical and Electrical Maintenance
Customer Satisfaction Key Performance Indicators
BSRIA O&M Benchmarking Network

To calculate the benchmark score:
1. Select the appropriate graph
2. Plot the measured performance for the M&E service provider under consideration on the vertical axis
3. Read across to the performance line
4. Read down to the horizontal axis. This is the service providers benchmark score out of 100%

PPM Quality
Reactive Response
Invoicing
Additional Works
Overall Satisfaction
Energy Efficiency
Control Environmental Impact
Record Keeping
Manage Health & Safety
Manage Health & Safety
2007
Staff Skills
## Findings: Rank Importance of KPI questions

<table>
<thead>
<tr>
<th></th>
<th>Most Important</th>
<th>Least Important</th>
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<tbody>
<tr>
<td>2 Response to breakdowns</td>
<td>79%</td>
<td>0%</td>
</tr>
<tr>
<td>1 Quality of planned maintenance</td>
<td>70%</td>
<td>1%</td>
</tr>
<tr>
<td>5 Managing Health &amp; Safety</td>
<td>61%</td>
<td>4%</td>
</tr>
<tr>
<td>3 Maintenance condition of the building</td>
<td>38%</td>
<td>9%</td>
</tr>
<tr>
<td>14 Communication, reporting and use of helpdesk</td>
<td>53%</td>
<td>12%</td>
</tr>
<tr>
<td>7 Managing documentation and record keeping</td>
<td>36%</td>
<td>13%</td>
</tr>
<tr>
<td>6 Managing, staff skills and competency</td>
<td>33%</td>
<td>19%</td>
</tr>
<tr>
<td>15 Managing environmental impact of work</td>
<td>11%</td>
<td>28%</td>
</tr>
<tr>
<td>11 Programming &amp; completion of additional works</td>
<td>22%</td>
<td>30%</td>
</tr>
<tr>
<td>12 Cost of additional works</td>
<td>15%</td>
<td>31%</td>
</tr>
<tr>
<td>4 Maximising energy efficiency</td>
<td>16%</td>
<td>32%</td>
</tr>
<tr>
<td>9 Invoicing</td>
<td>13%</td>
<td>41%</td>
</tr>
<tr>
<td>13 Management of supply chain, additional works</td>
<td>17%</td>
<td>44%</td>
</tr>
<tr>
<td>10 Quotations of additional works</td>
<td>10%</td>
<td>45%</td>
</tr>
<tr>
<td>8 Contracts management plan</td>
<td>10%</td>
<td>46%</td>
</tr>
</tbody>
</table>
Findings: KPIs that reflect Overall Satisfaction

- Correlation with overall satisfaction
  - Increase sample to 294

<table>
<thead>
<tr>
<th></th>
<th>R²</th>
<th>providing good value</th>
<th>use the service provider again</th>
<th>overall satisfaction</th>
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<td>providing good value</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>use the service provider again</td>
<td>0.759</td>
<td>1</td>
<td></td>
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<tr>
<td>overall satisfaction</td>
<td>0.840</td>
<td>0.798</td>
<td>1</td>
<td></td>
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- Three most significant KPIs

<table>
<thead>
<tr>
<th>KPIs</th>
<th>R² against providing good value</th>
<th>Coefficient of determination</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q8 - contract management plan</td>
<td>0.675</td>
<td>44.89%</td>
</tr>
<tr>
<td>Q3 - maintenance condition of the building</td>
<td>0.626</td>
<td>38.44%</td>
</tr>
<tr>
<td>Q14 - communication, reporting and use of helpdesk</td>
<td>0.621</td>
<td>38.44%</td>
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</table>
Findings: New KPIs

- 10 New KPIs offered

100% Important
- Compliance
- Trust and honesty
- Positive relationship

99% Important
- Showing initiative

98% Important
- Management competence

30% N/A or Not important
- Adding value to core business

25% N/A or Not important
- Head office support

12% N/A or Not important
- Environmental awareness
Findings: Interviews

- Reasons for outsourcing
  - Controlled costs
  - Reducing headcount

- Factors influencing interviewees level of importance
  - Complexity of building, size and expertise of in-house FM team

- Customer satisfaction
  - Linked to contract set up
  - Style of contract used
Conclusions

‘Management of the contract’

- Contractors
  - Trust and honesty
  - Being proactive

- Customers
  - Communication
  - Innovation

- Fundamental KPIs
  - Response to breakdowns
  - Quality of planned maintenance
  - Overall satisfaction

- Measurable KPIs
  - Compliance
  - SLA’s
  - Budget

- Management KPIs
  - Positive relationship
  - Proactive
  - Management competence
Final Summary

- Research captured customers satisfaction with M&E maintenance contracts
- Providing good value = Overall satisfaction
- Clear contract documentation, expectations managed and open relationships
- KPIs changed to reflect customers needs
There is work to do on both sides!

Thank you

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