

## **CLIENTS DRIVING INNOVATION.**

### **Case Study**

### **INNOVATIVE WAYS OF DELIVERING IMPROVED SATISFACTION – HOW CAN CLIENTS LEAD THE WAY?**

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### **ABSTRACT**

The customer focus and service delivery of EastPoint Property Management Services Ltd (EastPoint), a wholly-owned company of the Jardine Matheson Group, is a critical success factor for the business, like most service providers in this industry. EastPoint has for many years maintained multiple quality assurance accreditations to ensure that customer focus is a fundamental feature within its business processes but is disenchanted with the results. Modelling of customer satisfaction within the hospitality industry provides a better understanding of the issues. EastPoint has developed a multi-attribute methodology to take a holistic measurement of its performance including customer satisfaction to provide an objective comparative measurement of the delivery of a service quality that exceeds expectations.

**Keywords: property management, service quality model, customer satisfaction.**

## **1. EASTPOINT PROPERTY MANAGEMENT**

EastPoint Property Management Services Ltd (EastPoint) was first established by the Jardine Matheson Group in the early 1980's as an offshoot of another business. It has been re-branded several times and steadily grown over two decades of operation. The company provides property-related management services in Hong Kong and Macau for a portfolio of 300 Hong Kong properties. Over ten per cent of the population of Hong Kong live or work within these properties based upon the numbers of residential, commercial and retail units contained within these sites. 3,000 staff are employed including 400 white collar staff managing the 2,600 blue-collar building supervisors/attendants and other frontline operatives at the properties typically two decades older than themselves. The professionals require a tertiary education as a prerequisite for employment. They are multi-lingual in Chinese, English and Putonghua. In contrast, the blue collar staff need a minimal-level education and be eligible to hold a Security and Guarding Licence issued by the government authority. Their principal language is Cantonese with basic skills in spoken English. The company is centralised for business efficiency but provides decentralised services at the many property sites it is managing. This operational differentiation requires a high degree of procedural integration to achieve high standards of customer service and to accord with ISO9000:2000 quality accreditation. IT business, communications, and management information systems are increasingly used to integrate the business at the managerial level.

Business efficiency and customer satisfaction is achieved if all personnel perform their duties well, individually and as part of the corporate entity. The management of the Company regards profitability, growth, and reputation as the principal goals for the business with stakeholder satisfaction being the fundamental prerequisite for this achievement. In this sense, staff engagement, customer satisfaction, and shareholder appreciation are the drivers for the business. The stakeholders for EastPoint are a large number of people, more than 3,000 employees that are working to exceed the customer expectancy of more than 5% of the population of Hong Kong – about 63,000 households. The nature of property management in Hong Kong is that to a large extent, contracts extend automatically, year-on-year unless dissatisfaction causes a termination. The ultimate test of satisfaction is in the retention of this customer base.

### **1.1 EVOLUTION TO A CUSTOMER FACING SERVICE INDUSTRY**

In 1999, the Company, then a multi-real estate services company, reviewed its statements of 'mission' and 'vision' to align with the perception of senior management of the role of the business. The nub of this was the self identity of the personnel in being professional and highly qualified in the subject of the built environment. The vision was that the purpose of the business was to excel at providing professional expertise in the management of buildings. In 2000, the company was re-branded as a result of the de-merger of the joint venture. Out of this exercise came a valuable appreciation of our core values. Professional management of property infrastructures in all forms is a fundamental of our business but the critical success factor is caring for the communities of people within these infrastructures. We have re-aligned our strategies accordingly. These communities judge us – they are the customers to be satisfied. They are the individuals that we must communicate with. Community websites, customer benefit programmes, Total-Quality-Management circles are used to rapidly increase the customer contact involved in our work processes. We are aware that the business is shifting to a customer-centric

operation and that a distribution network of information and added value services with B2C connectivity will be the new business model for property and facilities management. We are positioning technologies and resources accordingly whilst continuing to service today's customer and to deliver shareholder value whilst we do it.

A further evolution of this thinking is focussed on the end-user of our delivered services. We estimate that about five percent of the population of the Hong Kong SAR is a direct customer of EastPoint. More than ten percent of the population per day receive a service from our staff. Our vision today is to provide 'lifestyle services' to this customer base. Our appreciation of the service to be provided and of the needs of the end customer has shifted from a technical orientation to be more akin to the hospitality industry. For these reasons, that industry provides a good theoretical basis to apply to other customer-facing service businesses.

## 1.2 CUSTOMER SERVICE MODELS FOR FACILITIES MANAGEMENT

Service quality is a measure of how well the service delivered meets customer expectations, resulting from comparing these with the actual performances on both the outcome and the process dimensions of the service. From the provider's perspective, delivering service quality means conforming to or exceeding these expectations consistently. (Jafari, 2000)

In terms of the services sector, 'service quality is a measure of how well the service level delivered matches customers expectations' (Parasuraman *et al*, 1985) Furthermore, 'perceived quality is also result of a consumers comparison of expected service with perceived service.' Their qualitative research in their initial study (1985), found that service quality had ten underlying dimensions. Later (1988), these were consolidated into a five-dimensional index:

- **Tangibles** – the appearance of physical facilities, equipment, personnel and communication materials
- **Reliability** – the ability to perform the promised service dependably and accurately
- **Responsiveness** – the willingness to help customers and provide prompt service
- **Assurance** – the knowledge and courtesy of employees and their ability to convey trust and confidence
- **Empathy** – the caring, individualized attention the firm provides its customers

In 1988, the same authors defined perceived quality as 'a global judgement or attitude relating to the superiority of the service'. When 'expected service (ES)' is greater than 'perceived service (PS)', then 'perceived quality' is less than satisfactory. When ES is equal to PS, then 'perceived quality' is satisfactory. While if ES is less than PS, then 'perceived quality' is more than satisfactory. According to the study of Ingram and Daskalakis (1999), we can use the five dimensional index described above to assess the gap between ES and PS. Organisations determined to attain a unique position and advantage in the competitive business world of today most likely realize the importance of delivering high quality service by meeting or exceeding customers expectations. Thus a means to measure customers' perceptions of an organizations service quality becomes necessary. Executives who are truly dedicated to service quality must work with a continuous process for monitoring customers' perceptions of service quality, identifying the causes of service-quality shortfalls and taking appropriate action to improve the quality of

service. (Zeithaml, 1990) It should be borne in mind the 'expected service' should also establish the cost to be paid i.e. the service value.

Service quality itself is an abstract construct because of three features in which it differs from goods in terms of production, consumption and evaluation: **services are intangible** as they are experiences rather than physical objects, **services are heterogenous** because services often vary from producer to producer, from day to day, and from consumer to consumer, and for many services the **production and consumption of services are inseparable and simultaneous activities** (Gronoos, 1982; Parasuraman et al., 1988; Zeithaml et al 1990). Service quality is a judgement about the superiority of a service (Robinson, 1999), quality refers to the extent to which a service is what it claims to be (Mudie and Cotton, 1993), it is the fulfillment of customers' expectations (Edvardsson et al 1994), and can therefore only be defined by customers (Palmer, 1994).

The service quality model (Figure 1) provides a means of appreciating the issues in delivering service that achieves customer satisfaction by closing the gaps (Payne, 1993).

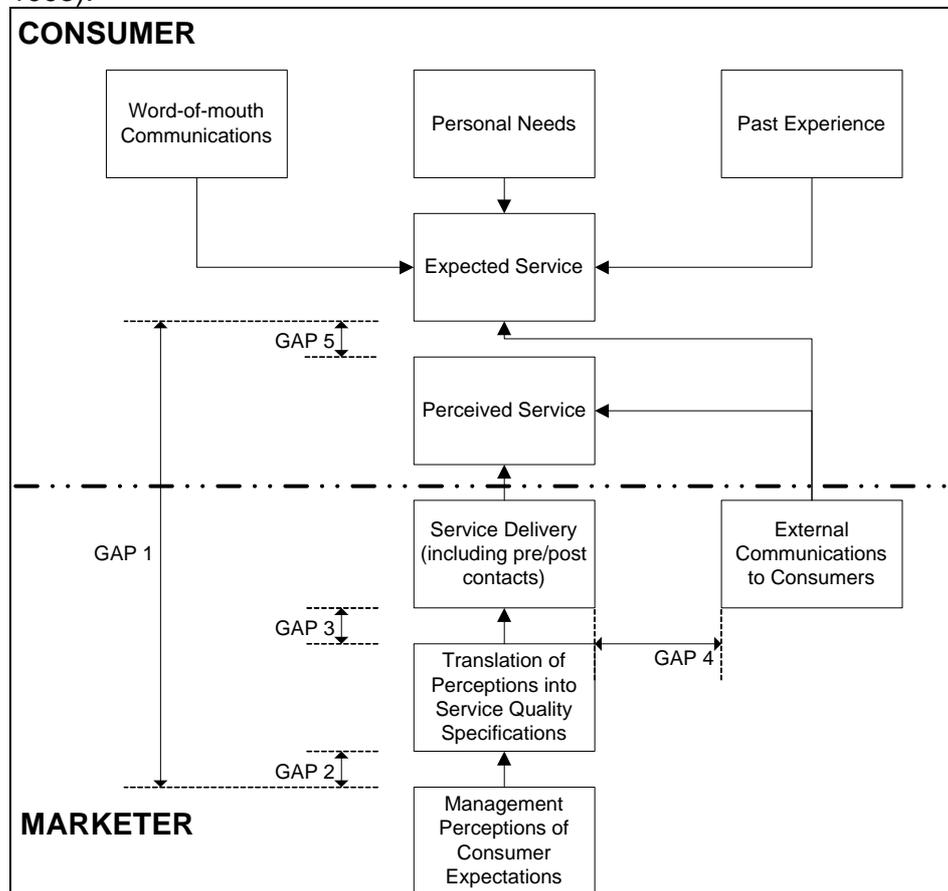


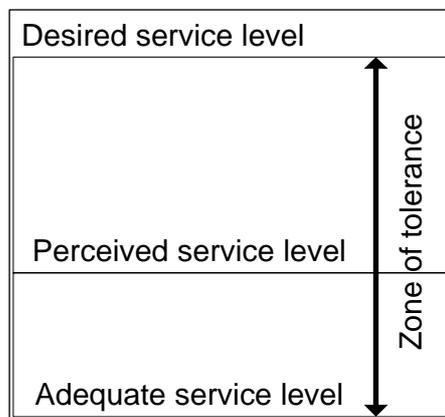
Figure 1 Parasuraman et al's service quality model

- Gap 5 - is fundamental, it is ES-PS and a function of the four other gaps. Key determinants of the service expected by customers include word-of-mouth communications, personal needs, past experiences, and external communications from the service provider (Zeithaml et al, 1990)
- Gap 1 – is the difference between the customers expectations and what the management perceives the customer expects (Parasuraman et al, 1985).

Management has to obtain knowledge and understanding of customer' expectations (Zeithaml et al, 1990)

- Gap 2 – is the difference between management's perceptions of customer expectation and the quality specifications set for the service. (Parasuraman et al, 1985). When applying standards that actually project what customers expect, customer's perceptions of service quality can improve, minimising or even closing the gap. (Zeithaml et al, 1990)
- Gap 3 – is the difference between the service quality specifications and the actual service delivery (Parasuraman et al, 1985).
- Gap 4 – is the difference between the service delivery and external communications (Parasuraman et al, 1985). When more is promised than delivered. (Kotler et al, 1996)

The same researchers extended their definition of Gap 5 to include what they called 'a zone of tolerance' as shown in Figure 2.



In the zone of tolerance, the customers expectancy of service quality is measured on two levels, namely:

- Desired Service – The level of service representing a blend of what customers believe can be and should be provided;
- Adequate Service – The minimum level of service that customers are willing to accept presumably at this price.

**Figure 2 Parasuraman's 'zone of tolerance'**

**concept.**

This work is useful in considering pricing and performance for built environment services. A review of the continuing validity of this early work and of subsequent greater detail produced by the original researchers is provided by Grapentine in 1998. This is further useful in bringing together concepts of value for money on both sides of a contract.

## **2. MULTI-METRIC PERFORMANCE ASSESSMENT**

### **2.1 DEPENDENCE ON SURVEYS OF CUSTOMER SATISFACTION**

EastPoint has maintained quality assurance certification to ISO9000 series since 1999. That certification has been upgraded since then to the latest 2000 version of ISO9001 and to include accreditation in 'occupational health and safety (OHSAS18001)' and also environmental control systems (ISO14001). Since 2000, EastPoint has carried out an annual Customer Satisfaction Survey in the form of standard format 'tick-the-box' questionnaire. This is a standard requirement for accreditation to ISO9001:2000 standards of quality assurance. It is also a feature of the Baldrige method of assessment of company performance used by EastPoint for self assessment of managerial performance and strategic development. It is, none-the-less, regarded by the company as an imperfect measure of customer satisfaction: due to less than 9% response from the population surveyed; a tendency for satisfied

customers to be passive and not motivated to respond; it is too coarse a measure, at too long an interval, for management to respond to adverse trends; and it is a reactive rather than proactive assessment. Table 1 shows the inadequate representation achieved in the surveys of 2001 to 2003.

Summary of Customer Satisfaction Survey results for 2001- 2003									
	2001 (August survey)			2002 (August-Sept survey)			2003 (Sept-Oct survey)		
	No. of returned questionnaires	Response Rate	Total nos. of Distribution	No. of returned questionnaires	Response Rate	Total nos. of Distribution	No. of returned questionnaires	Response Rate	Total nos. of Distribution
<b>Overall</b>	<b>5,148</b>	<b>7%</b>	<b>67,509</b>	<b>6,777</b>	<b>8%</b>	<b>83,122</b>	<b>5,482</b>	<b>10%</b>	<b>53,440</b>
<i>Commercial</i>	100	6%	1,744	256	12%	2,170	277	12%	2,350
<i>Residential</i>	3,598	11%	32,667	3,878	10%	37,949	4,437	11%	40,490
<i>Public Residential</i>	1,285	4%	29,698	2,202	6%	39,951	286	4%	7,706
<i>Shopping Centres</i>	43	4%	1,202	386	32%	1,219	388	37%	1,060
<i>Industrial</i>	52	3%	1,817	55.00	3%	1,833	94	5%	1,834
No. of properties exempted from survey			35			60			68
No. of households exempted from survey			12,500			15,531			30,928
<b>Overall satisfaction rate from survey</b>			<b>55%</b>			<b>66%</b>			<b>74%</b>
<b>HK SAR statistics</b>									
<i>Population of the HK SAR</i>			6,725,000			6,787,000			6,803,000
<i>% of population in EastPoint care</i>			5%			6%			4%
<i>No. of households in HK SAR</i>			2,101,000			2,162,000			2,198,000
<i>% of households in EastPoint care</i>			3%			4%			2%

**Table 1 Extent and rate of response from Customer Satisfaction surveys**

## 2.2 INNOVATION TO BETTER INDICATE ACTUAL PERFORMANCE

From an EastPoint point of view, the issue in knowing customer satisfaction is to achieve a rational measurement of performance from a stakeholder viewpoint that includes a broad range of objective measures to offset the natural bias in customer satisfaction surveys in which a majority do not respond. In this context, rational, means based on objective measurement; performance, means the actual standards achieved by EastPoint personnel and systems against benchmark minimum standards set by the Company and/or stakeholders expectations, and or norms for the industry. Whilst, stakeholders are the Board; the executive management; the operations management; operatives; direct clients, such as Incorporated Owners Committees or the Hong Kong Housing Authority; and indirect clients such as owners, tenants or visitors to managed properties. Wide-range of objective measures, means all practicable measures of performance in existence or to be innovated in 2003.

EastPoint introduced a methodology in 2004 that uses multi-attribute indicators of performance as a means to indicate more objectively stakeholder satisfaction. We currently measure twelve independent indicators of performance that are related to customer satisfaction. Table 2 places these measures of importance in order of their validity as a measure of customer satisfaction based upon the following nine attributes of each metric:

- Objective/subjective data is gathered;
- Is the data range broad (rich) and therefore more indicative of performance;
- Is the data consistent each time it is measured;
- Is the measurement monthly, quarterly, half yearly, or random;
- Is the measurement free of bias;
- Does the measured data come from a credible source;
- Is measurement process credible;
- Is the measurement representative of the portfolio;
- How is the metric related to customer satisfaction, (H/M/L)?

Metric	Attributes of the performance measure									
	Objective/ Subjective	Data rich (H/M/L)	Consist- ency	Routine/ periodic (H/M/L)	Bias- free (H/M/L)	Credible source	Credible measure	Represents portfolio	Valid for CS	<b>Diff Wgt</b>
CRM/Help Desk	Objective	H	H	H	H	H	H	H	H	<b>1.0</b>
External audit	Objective	H	H	M	H	H	H	M	H	<b>0.9</b>
Internal audit	Objective	H	H	M	M (-ve)	H	H	H	H	<b>0.8</b>
Directors Inspections	Objective	H	H	M	M	H	H	H	H	<b>0.7</b>
Customer Satisfaction Report by Service Centre	Objective	L	H	M	H	H	H	L	H	<b>0.6</b>
Annual customer satisfaction surveys	Objective	H	H	L	H	L	H	M	H	<b>0.5</b>
Client assessments	Objective	M	H	M	M (-ve)	H	H	L	H	<b>0.4</b>
Night Audits	Objective	M	H	M	H	M	H	H	H	<b>0.3</b>
Six monthly staff satisfaction surveys	Objective	H	H	M	M (-ve)	M	H	H	L	<b>0.2</b>
Property Managers Inspections	Objective	M	M	M	L	M	M	M	M	<b>0.1</b>
Customer complaints and commendations	Subjective	L	L	L	L	L	M	L	H	<b>0</b>
Contract Interim Survey/Exit Interview	Subjective	L	L	L	L (-ve)	M	M	L	L	<b>0</b>

**Table 2 Performance measures in order of validity as a measure of customer satisfaction with corresponding weighting**

On the basis of this evaluation, the Contract Interim Survey/Exit Interviews and the Customer Complaints/com commendations are not included in the aggregation of the measures. Weighting between 1 to 0 is applied to the remainder to reflect relative validity as a measure of customer satisfaction.

The performance measures noted in Table 3 are recorded each month, or as appropriate, and reported in the Directors Monthly report accompanied by a trend analysis commentary.

<b>Performance measure</b>	<b>Annual metric</b>	<b>Wgt</b>	<b>Score (metric x Wgt)</b>
1) CRM/Help Desk	47%	1.0	8%
2) External audit by the HKQAA	68%	0.9	11%
3) Internal audit of the EastPoint integrated management systems	66%	0.8	10%
4) Directors Inspections	64%	0.7	8%
5) Customer Satisfaction Report by Service Centre	72%	0.6	8%
6) Annual customer satisfaction surveys	74%	0.5	7%
7) Client assessments	69%	0.4	5%
8) Night Audits	98%	0.3	5%
9) Six monthly staff satisfaction surveys	60%	0.2	2%
10) Property Managers Inspections	NA	0.1	NA
Total =	618%	Total =	64.4%

**Table 3 Combination of measurements for an overall benchmark of customer satisfaction.**

## **2.3 EASTPOINT'S MEASURES OF PERFORMANCE**

### **2.3.1 CRM/Help Desk management-information-systems**

At present, customer service requests are predominantly made on our 300 property sites. Previously these would have been recorded there using manual methods making it impracticable to measure performance. This arrangement is impracticable to measure customer satisfaction in terms of our response to these requests and in identifying indicative trends as part of our strategy to improve customer satisfaction and client retention through outstanding performance. Our earlier investment in IT-based information management systems using proprietary software provided by Management Reports Inc (MRI) provides a technological alternate to manual methods across our wide-area-network of computers. This was implemented in 2003/4 to enable centralised recording of customer requests and their timely closure. It provides a central resource for data mining of customer issues. This database is analysed to provide metrics on the speed of response and in measuring the satisfaction of pre-set Key Performance Indicators (KPI's) that are either implicit or stated service level agreements with the client.

One hundred sites are online with the CRM MIS. These represent the most important contracts and are prioritized on a pareto basis according to the CRM ranking described later in this paper. In this respect they constitute more than 90% of the value of the portfolio and include all valued CRM targets.

### **2.3.2 External audit by the Hong Kong Quality Assurance Association (HKQAA)**

HKQAA, a Certification Body of ISO9001:2000, ISO14001:1996 and OHSAS18001:1999 systems, visits EastPoint twice a year to conduct external audit/ surveillance visit at 25-35 randomly selected properties which account for around 10% of all managed properties to check compliance against the ISO/OHSAS requirements and legal requirements. Performance is measured by assigning a mark of 200 per property for a faultless performance but 50 marks are deducted for each major non-conformity (M), 10 marks for each minor non-conformity (D) and 5 mark for each observation (OBS) identified during the audit. These are aggregated to produce a single measurement for the external audit based on of the total marks received for audit: by property and by portfolio.

### **2.3.3 Internal audit of the EastPoint integrated management systems**

Internal Audit of the EastPoint Integrated Management System is conducted by Performance Management Unit (PMU) on a regular basis, at least twice a year for each performance system (ISO9001/ ISO14001/ OHSAS18001). The aim is to ensure the compliance of internal system procedures and legal requirements and follow up the effectiveness of corrective/preventive actions taken for the findings since last internal/external audits or through other performance inspection, such as director's inspections, night audit. A standard audit checklist is prepared by PMU to ensure full coverage of all system procedures and all managed properties within a 3-year cycle. In each internal audit, depending on the available resources, around 40 to 60 properties will be selected which usually lasts for a month and areas of concern will be identified as the main focus of audit. Performance is measured by assigning a mark of 100 per property for a faultless performance but 10 marks are deducted for each major non-conformity, 3 marks for each minor non-conformity, and 1 mark for each observation identified during the audit. These are aggregated to produce a single measurement for the external audit based on the total marks received for audit: by property and by portfolio.

### **2.3.4 Directors Inspections**

Directors' inspections were started in February 2003 to enhance 2-way communication between management and frontline operations and to achieve continuous improvement in the property operations. Ten executive staff are each assigned with 26-28 properties to be inspected within a period of 6 months. A standard inspection report of twenty aspects of operational performance is used with each being marked on a Likert scale between 1 to 5. The results are entered into a single database and form part of the annual performance appraisal for the site management staff concerned. Any property received scoring less than 3 on any item, or with comments/suggestions for follow up, is required to prepare a proforma action plan. A total score of maximum 100% will be calculated in every inspection as an overall assessment of the operation performance and will then be reflected in the annual performance appraisal on a weighted ratio. A single measurement for the Directors/Managers Inspection is the average of the marks received for all inspections.

### **2.3.5 Customer Satisfaction Report by the Customer Service Centre (CSC)**

The CRM/Helpdesk facility gathers two metrics over time by property and any other aggregation of property data i.e., by management team, division, or product line. First, the satisfaction of predetermined KPI's, these are quantitative judgments of our timely response to an issue/request that is automatically measured by the CRM module and a personal accountability of the assigned operative. Second, the results of random feedback solicited by the CSC through a telephone call initiated by the CSC. These solicit qualitative responses to a predetermined closed question survey that produces, in a consistent manner, a performance mark of the quality of the achievement between 0 and 10. Any result below 5 is deemed unacceptable and requires remedial action by the Director concerned. This feedback is gathered by Customer Helpdesk staff phoning Customers at random within 48 hours of the job completion.

### **2.3.6 Annual customer satisfaction surveys**

Contracts or clients are categorised in terms of importance to the business for the purposes of customer relationship management and performance monitoring. The customer satisfaction survey is now available in paper or internet versions using a few number of better tailored closed questions to ascertain customer expectancy and perceived satisfaction. This modified instrument was first used in 2003. It includes:

- 1<sup>st</sup> an enquiry on overall satisfaction with EastPoint performance;
- 2<sup>nd</sup> an enquiry on specified performance attributes briefly covering our principal services, image and competences;
- 3<sup>rd</sup> an enquiry prioritising five areas of desired improvement; and
- 4<sup>th</sup> a Yes/No enquiry 'would you recommend EastPoint to others?'

### **2.3.7 Performance assessment/measurement used by certain Clients**

Large public sector clients such as the Hong Kong Housing Authority, the Government Property Agency, and the Mass Rapid Transport Corporation use surveys of end user satisfaction as key performance indicators of the performance on their service contracts. They assess performance at monthly intervals, at each property/ station. These are integrated to provide a single metric of performance.

### **2.3.8 Night Audits**

By regulation, property management companies in Hong Kong must arrange for a random night audit at properties in accordance with the legal requirement in order to ensure that they perform to mandated standards of security. EastPoint has outsourced the night audit services to a security guarding company on an annual contract basis and monitored by the company's Performance Management Unit (PMU) who reports directly to the Managing Director. PMU also conducts quarterly night audit with the outsourced security guarding company in order to monitor the quality of night audit as well as the standard of night operation at our managed properties. The result of night audit by outsourced security guarding company will be converted into score/property. The total marks received to evaluate the staff performance will be reflected in the annual performance appraisal on a weighted ratio. These are integrated to provide a single metric for the portfolio.

### **2.3.9 Six monthly staff satisfaction surveys**

Employee satisfaction surveys are conducted semi-annually. Thirty-eight statements are to be answered on a Likert scale of 1 to 8. An 'Overall Satisfaction Percentage' is used as the single indicator of the survey. To better reflect the stakeholder participation in the success of the business, the survey will be changed in 2004 to an Employee Engagement Survey.

### 3. PARETO APPROACH TO CRM

EastPoint has adopted a two-attribute method of prioritising contracts for the purposes of client relationship management (CRM), primarily based value in dollar terms and value to the business for other defined reasons. Using this methodology the Company places its ongoing contracts and potential future clients into 5 classes of CRM from Rank A, to E as noted below. The Contract will be identified as having an 'Important' attribute if they meet one or more of the definitions listed below.

The EastPoint definitions of these categories are:

- **RANK A i.e., mission critical** -means contracts that are in the 20% by number of the highest value contracts and are additionally more than 60% important for other defined reasons;
- **RANK B i.e., protect at all costs** - means contracts that are in the 20% by number of the highest value contracts and are additionally less than 60% important for other defined reasons;
- **RANK C i.e., nurture** - means contracts that are not within the 20% by number of the highest value contracts but are more than 60% important for other reasons;
- **RANK D i.e., maintain** - means the remaining active management contracts;
- **RANK E** are contracts that are due to expire or have expired.
- 

	Definition of important contracts
PR/Reference Sites	✓ 1 <sup>st</sup> , 2 <sup>nd</sup> , 3 <sup>rd</sup> priority most significant within a sector/ High Profile/ Blue chip or a leader in their sector/ Beneficial to be associated with them
Developer	✓ > 2 properties could be outsourced within 2 years
Growth Potential	✓ Generate increased income over two years, from same/ other contract
Cross Relationship	✓ Connection / influence (financial, political, family or colleague) to >1 properties
Valued	✓ Trust relationship and revenue above 50% of current market developed over time

**Table 4 Contract Categorisation**

The CRM effort is the personal accountability of the Executive Director in charge of Commercial Enterprise of the company. Minimum, the objectives and targets are defined for each category of contract/client. For example, for Category A contracts: the MD will fraternise with three influential persons for that contract; the Executive Director for that contract will be held personally accountable for business development and service delivery and will meet informally at monthly intervals on these topics; the Director for that property has a personal accountability for on-site performance; performance monitoring is at monthly intervals, quality audits are at quarterly intervals, and SixSigma will be operational at the site.

## **4. CONCLUSION**

In a customer-facing, services business it is not sufficient to consider a customer satisfaction survey as a meaningful assessment of end-user contentment or as indicative of a successful business. It is better to combine many mutually exclusive, objective indicators of stakeholder satisfaction into a benchmark rating and matrix of performance indicators that can be used for trend analysis and performance improvement. In a portfolio management approach to service delivery, a Pareto methodology ensures that effort is expended in ensuring satisfaction for the most relevant customers as a priority above customer expectancy norms for the remainder. It also recognised that the service quality modelling of Parasuraman *et al* is also applicable to the service industry of the built environment as it repositions from professional technical services to a life style service industry.

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