

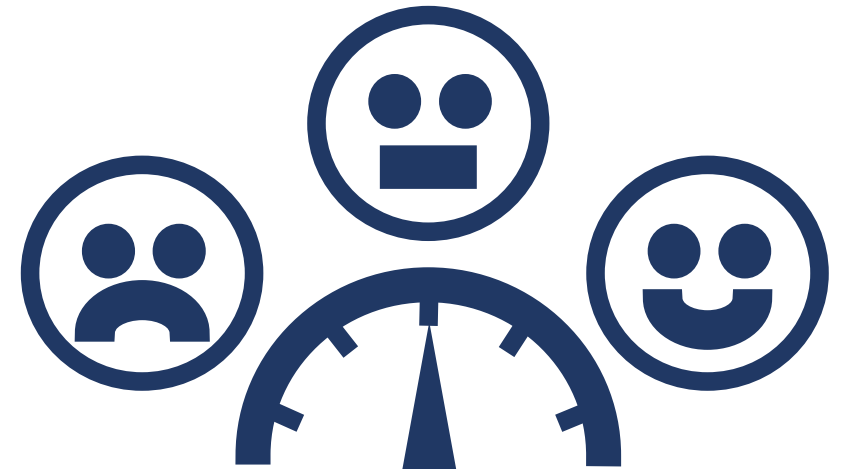
Measuring and improving user satisfaction – Insights from a global corporation

Nutzerzufriedenheit messen und verbessern – Erfahrungen aus einem globalen Unternehmen

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Measuring and improving user satisfaction

- User satisfaction – why should we care?
- Measurement methods
- Improving satisfaction
- Implementation



User satisfaction – why should we care?



Typical objective of Corporate Real Estate:

- Attractive,
- cost-efficient and
- flexible workplaces

Cost and flexibility are easy to measure and visualize.

But what about „Attractive“?

Attractive workplaces support

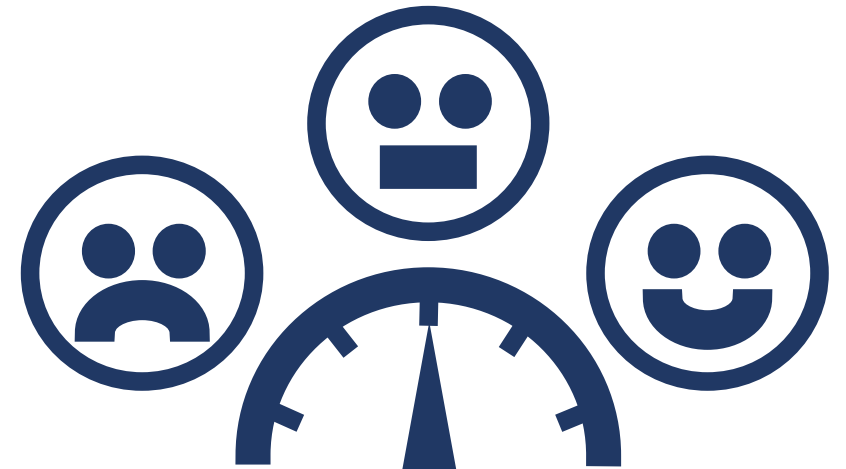
- Identification, branding
- Productivity
- Innovation

Target groups

- End users
- Stakeholders

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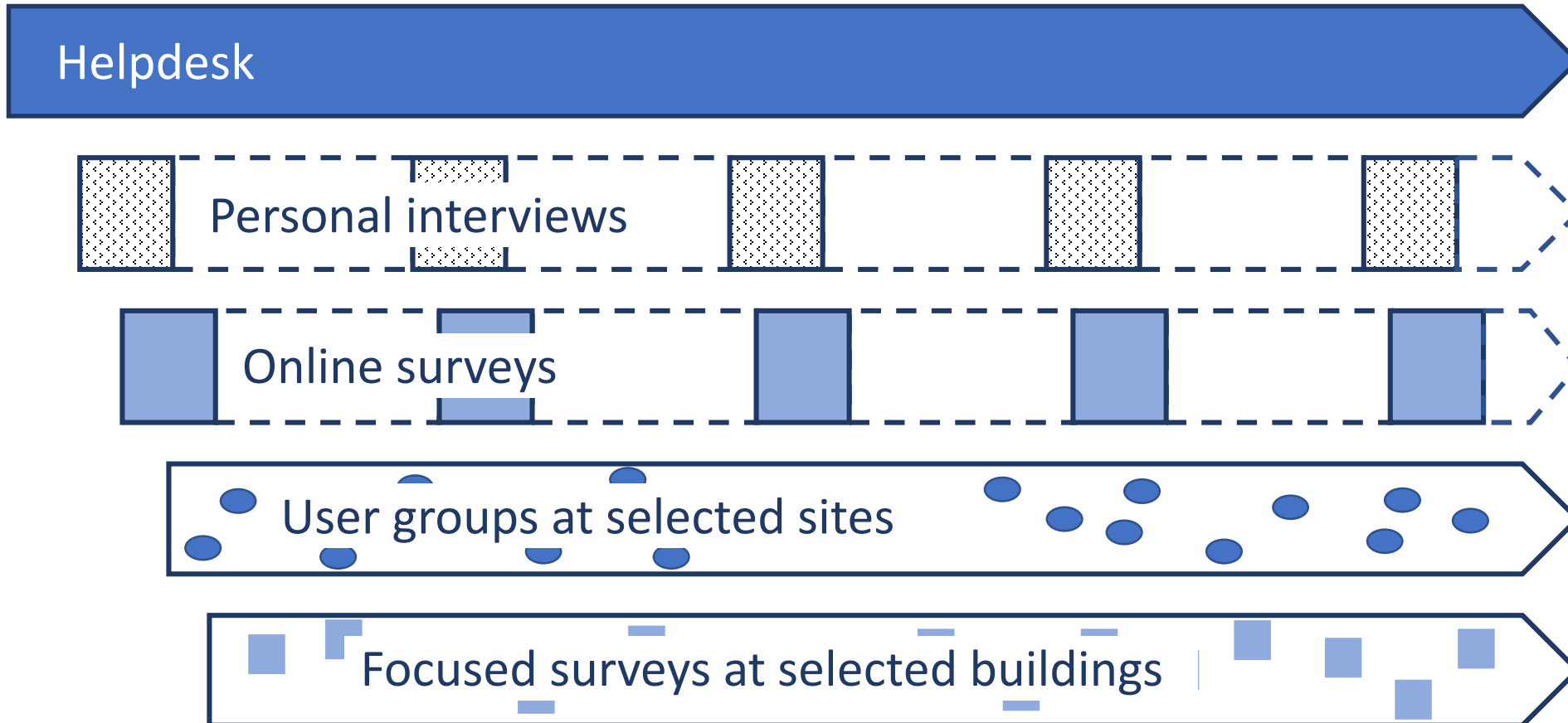
Expected benefits



1. Evaluate FM team performance
2. Convey message: RE cares
3. Understand needs and priorities of users
4. Trigger improvements actions and actually increase user satisfaction

Attractive	Cost efficient	Flexible
	+	
+		
++	+	+
++		

Measurement methods



Personal interviews - example



<p>Objectives</p> <ul style="list-style-type: none"> • Improve understanding of RE and business • Turn feedback into actions • Measure satisfaction 	<p>Stakeholder interviews</p> <p>156</p>	<p>RE interviewers</p> <p>39</p>	<p>Messages</p>	
<p>Questions</p> <ul style="list-style-type: none"> • How is business doing? • How can RE support business? • How to cooperate? • Satisfaction rating from 1 to 5 	<p>Participation rate</p> <p>76%</p>	<p>Satisfied stakeholders</p> <p>71%</p>	<ul style="list-style-type: none"> • Faster project decisions and delivery • Improve office environment • Demonstrate RE improvements <p>Findings</p>	<p>260 actions have been implemented, incl. 108 actions with regional/global reach</p> <p>Actions</p>
<p>Continue cooperation as agreed in interview Improve interview process based on Lessons Learned Prepare next round of personal interviews</p> <p>Next steps</p>			<p>New awareness for RE function Update on our business understanding Global follow up on main findings</p> <p>Feedback experiences</p>	

Challenges of current methods



	Online survey	User groups
Participation	<ul style="list-style-type: none"> - Often low, difficult to steer - Too many surveys - Participation decreases if no actions are visible 	Few attendants at site, often helpful input
Preparation	<p>Global surveys require lengthy alignments</p> <p>Difficult selection of relevant questions</p>	<p>Dependent on local FM</p> <p>Training required to trigger engagement</p>
Method	<p>Rating questions offer averages: difficult to derive useful actions</p> <ul style="list-style-type: none"> - few questions: only general feedback - more questions: too long 	<p>Dependent on local FM</p> <p>Often useful hints for local actions</p> <p>Very difficult to derive any general feedback or rating</p>
Feedback to participants	<ul style="list-style-type: none"> - Average ratings and global thoughts after two months - Rarely any local actions 	<p>Immediate to attendants</p> <p>seldom notes on actions</p> <p>few meeting minutes, but not very engaging</p>

Comparing approaches



	Online survey	User groups	Focused survey
Frequency	annually	quarterly	As required
Participants - Invited - Actual rate	All colleagues globally 10 – 30%	All local colleagues 2-8%	All local colleagues 20% and more
Method	Some 20 rating questions + comments (5%)	Discussing current topics	One rating question + one comment question (85%)
Analysis	Global rating overviews, comments for local FM	By host, focus on concrete local issues	80% automatic + manual word cloud+ relevant issues
Feedback to participants	Average numbers and global insights after two months, seldom local	Immediate to attendants, few meeting notes	Word cloud + relevant issues within a week

Comparing value add



Expected benefits	Online survey	User groups	Focused survey
Evaluate FM team performance	++++	++	+
Convey „RE cares“			
- Globally	++	++	+++
- At local level	+	+++	++++
Understand			
- General satisfaction	++++	+	++
- Satisfaction per service line	+++	++	++
- Local topics	+	++++	++++
Trigger improvements			
- general global actions	+++	+	++
- Local actions	+	+++	++++

Example of focused surveys



Building 1

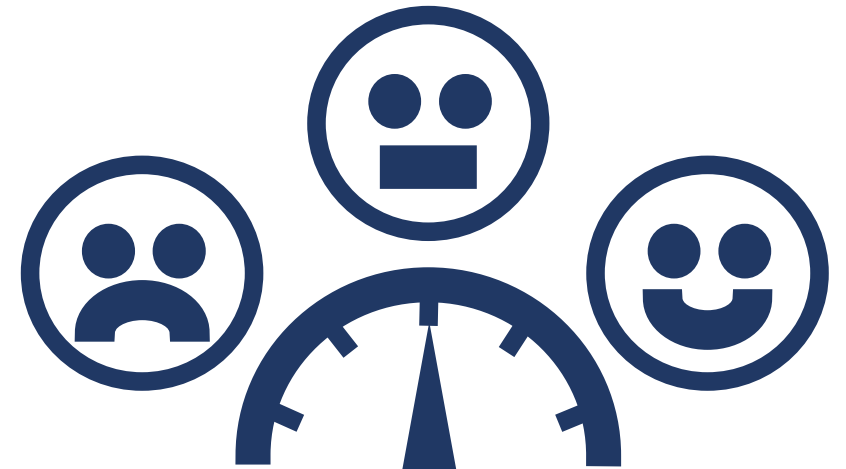


Building 2



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Improving satisfaction – Action & communication



Expectation management

Method	Actions	Communication
Helpdesk	Response time in line with priority level	Short message when done Action overview by site
Personal interviews	Four steps: suggested, agreed, implemented, communicated	action-specific feedback and overview on process and results
Online survey	General improvements and guidance for team	Demonstrate benefits to ensure future participation
User groups	Ideally agreed at meeting Involve attendants	Feedback to attendants and all users at site
Focused surveys	Specific, in line with comments	Quick feedback on survey results Summary on actual improvements

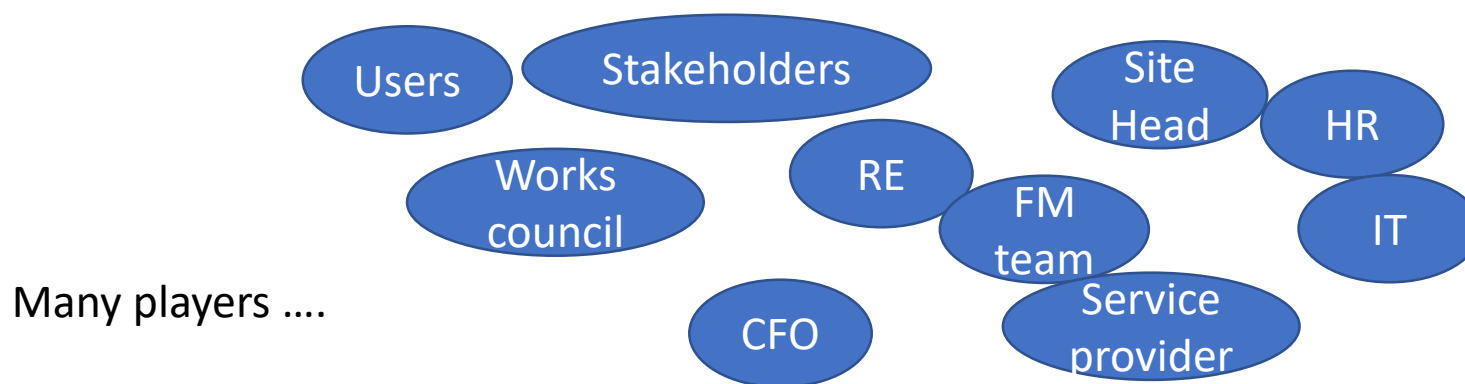
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Implementation – who takes the lead?



Method	Largest benefits for	Typical lead by
Helpdesk	Users and FM team	Service provider
Personal interviews	Stakeholders and RE function	RE function – effort?
Online survey	RE function and CFO	RE function
User groups	Users and FM team	RE, FM, ... competence?
Focused surveys	Users and FM team	RE or Site head



Implementation – how?

- Start with objective and benefits -
Who will do what with the results?
- Select method and plan whole process -
From data gathering to actions & communication
- Involve all partners –
What is in for each player?

Networking for Corporate Real Estate



centraleurope.corenetglobal.org



www.munichoffices.de

User satisfaction matters

Viel Erfolg!



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