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Improving communications for facility management businesses and their customers

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Improving communications for facility management businesses and their customers

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Service outsourcing has increased in recent years, the definition of outsourcing is that service, such as product design or manufacture, is subcontracted to a third party. The reasons for outsourcing are often associated with reducing expenses or time and a more efficient use of energy, given the company's areas of expertise.

In today's society, almost all communication has moved to an electronic format such as e-mail, text messages, phone, internet applications and a variety of internet messages. After smartphones and the pads came to the markets all these gadgets accompany people in their every day-to-day life at every moment. Communicating with people is easier and faster than ever before, but every now and again messages and contacts can be lost in large volumes of the message and the calls. Busy people do not always find all your messages from them, especially when they have come through many channels.

The purpose of this study is to explore these communication networks and how they affect the daily working life of Ovenia Oy and their facility managers. The thesis central focus was particularly on the communication between the facility managers and maintenance staff in the target buildings as well as the service providers.

A quantitative research methods was used as a research method in the thesis. In the research the data collection method was a questionnaire, in which respondents were reached via email that were gathered from the Ovenia networking site Sympa.

Natural observing was also used in the research as a quantitative research method to observe the day to day life of the facility managers.

The thesis analyzed 20 responses out of 50 that were sent. Of the respondents 90% were men and 10% women. Respondents were all Ovenia maintenance managers and building managers. All respondents had used and are using more than two communication methods with the customers and service providers. Most employees viewed, that there were too many communication systems, and some also felt that the communication programs were hard to use.

Keywords, communication, facility management, service outsourcing

Viestinnän parantaminen toimitilajohtamisen yrityksille ja niiden asiakkaille

Koskela Katariina

Vuosi

2016

Sivumäärä

37

Palvelujen ulkoistaminen on lisääntynyt viime vuosina, määritelmä ulkoistaminen tarkoittaa, että palvelu, kuten tuotteen suunnittelu tai valmistus, on ulkoistettu kolmannelle osapuolelle. Syyt ulkoistamista usein liittyvät kuluihin, ajan käyttöön ja tehokkaampaan energiankäyttöön.

Nyky-yhteiskunnassa lähes kaikki kommunikaatio on siirtynyt sähköiseen muotoon, kuten sähköpostiin, tekstiviesteihin, puhelimeen, sovelluksiin ja erilaisiin internet viestintöihin. Älypuhelinten ja padien tultua markkinoille kaikki nämä kulkevat ihmisten mukana päivittäisessä elämässä joka hetki. Ihmisten kanssa kommunikointi on helpompaa ja nopeampaa kuin koskaan aikaisemmin, mutta välillä viestit ja yhteydenotot voivat kadota suurien viestimäärien ja puhelujen jalkoihin. Kiireiset ihmiset eivät aina huomaa kaikkia heille tulleita viestejä etenkin kun ne ovat tulleet monen kanavan kautta.

Tämän opinnäytetyön tarkoituksena on tutkia näitä kommunikaatioverkostoja ja miten ne vaikuttavat Ovenia Oyn isännöitsijöiden päivittäiseen työskentelyyn. Opinnäytetyössä keskityttiin erityisesti kommunikointiin isännöitsijöiden ja heidän ylläpitokohteidensa väkeen eli Ovenian manageramiin business parkkien vuokralaisiin sekä kohteen palveluntuottajiin.

Opinnäytetyössä käytettiin määrällistä, eli kvantitatiivista tutkimusmenetelmää. Tutkimuksen tiedonkeruumenetelmänä toimi kyselylomake, johon vastaajat saatiin Ovenialta sähköpostitse jotka kerättiin yhteystietokana Sympasta.

Luonnollista observointia käytettiin myös tutkimusmetodina jolloin selvitettiin minkälaista on ylläpitopäälliköiden ja isännöitsijöiden arki.

Opinnäytetyössä analysoitiin 20 vastausta 50 lähetetystä kyselystä. Vastaajista 90 % olivat miehiä ja 10 % naisia. Vastaajat olivat kaikki Ovenian ylläpitopäälliköitä ja isännöitsijöitä. Kaikki vastanneista olivat käyttäneet ja käyttävät useampaa kuin kahta kommunikaatiomenetelmää asiakkaiden ja palveluntuottajien kanssa kommunikointiin. Suurimman osan mielestä kommunikaatiomenetelmiä oli liian useita ja osa myös piti tiettyjä ohjelmia hankalakäyttöisinä.

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1 Introduction

Service outsourcing has increased in recent years, the definition of outsourcing is that service, such as product design or manufacture, is subcontracted to a third party. The reasons for outsourcing are often associated with reducing expenses or time and a more efficient use of energy, given the company's areas of expertise.

When a company has a number of different service providers from various different companies such as cleaning, maintenance, gardening and electric maintenance, they need a sufficient way to communicate with each other on a daily basis. There are many different programs that have been designed specifically for this object. Especially in the field of Facility management there are a number of programs such as FimX and the Tampuuri that facility managers actively used on a daily basis.

Traditional equipment such as telephone and e-mail, are still in use and are generally used more than the programs that have been designed specifically for facility management. This is due to the fact that people feel more personally involved with the company and that their problems are noticed. Distrust in modern communicating devices causes a lot of mix up as the customers and service providers are trying to get a hold of the facility managers from various channels. The business park tenants are hasty to report any faults and often inform about them through many different channels such as through service providers, through reception or contact the service provider directly.

This thesis was done in collaboration with stakeholders Finlands leading Facility Management company Ovenia Ltd and seeks research these communication networks and how they affect the daily working life of Ovenia Oy and their facility managers. The thesis central focus was particularly on the communication between the facility managers and maintenance target buildings, the business parks and the tenants of the building as well as the service providers. The thesis will seek answers the question whether there should be a new program and is it entirely necessary in order to clarify communication problems or will it confuse the employees and customers even more if a new program is created and still maintain good customer service.

1.0 Background

This thesis was done in collaboration with stakeholders Finland's leading Facility Management company Ovenia Ltd. The original objective was to develop a mobile application to resolve communication problems that Ovenia and its customers and service providers.

(www.ovenia.fi)

Ovenia Ltd was established in 1939 and first and original name was Haka construction. The purpose was to facilitate the rural-centers which had a severe housing shortage. Housing remained Ovenia's core business for decades. (www.ovenia.fi)

Ovenia later changed its name to Kiinteistövarma Ltd that was established in 1980. The YH-company's main task was to begin maintenance and renting of real estate owned by the Pension-Varma. (www.ovenia.fi)

Haka-name was swapped in 1983 and the names of the regional companies changed the name to YH-developers. Due to a number of mergers in the early 2000's the facility management business was separated into its own company which became part of the Ovenia Group in 2012. (www.ovenia.fi)

Financial Services industry restructuring and a number of strategic alliances with Kiinteistövarma Finland's largest property management company increased by the beginning of the 2000s. The affected property portfolio was approximately 4.5 million square meters. In early 2003, the new name Ovenia came to use. (www.ovenia.fi)

The Real estate development project REALIAPROJECT started in 2000. The start-up phase and the staff were largely a legacy of Finnish commercial banks and facility management organizations. The company developed in a significant factor especially in real estate development and commercial center managing. In summer 2012, the project was sold to Ovenia, which became a significant player in the consultation. (www.ovenia.fi)

Ovenia was sold to the current main owner Vaaka Partners in April 2011. Ovenia administered by that time about 6 million square meters of real estate mass. Net sales amounted to around 15 million euros and the company employed 150 people. Ovenia Group took its present form in 2012, when the property management company Arenna and consulting firm Real Project came into the group. (www.ovenia.fi)

The real-estate management business was strengthened in 2013 within a further three acquisitions: Mikkeli Housing Centre, Isännöitsijäpalvelu Nordlund Hyvinkää and Verkköisännöinti which has become a significant player in the metropolitan area. (www.ovenia.fi)

Today Ovenia takes care of almost a hundred thousand people's working environment, and even more houses. Ovenia serves the corporate field and housing companies nationwide and employs nearly 600 real estate professionals. (www.ovenia.fi)

These professionals communicate and work with their clients on a everyday basis. There are a few different types of facility management programmers that the facility managers use in their day to day life. The Facility managers at Ovenia use programmes called Fimx and Tampuuri for their communications with their service providers.

FimX Oy is a software company founded in 1993. They provide their customers with networked fimX service in support of real estate management and maintenance. The service will significantly facilitate cooperation between the various actors in the real estate management and at the same time improve the transparency of operations. (www.fimx.fi)

Their clients include a large number of major players in the real estate business, such as real estate owners, managers, service providers and residents. Its easy to store all your important data for yourself in the Fimx online service, so that they are easily accessible and up to date. in co-operation with their customers, Fimx aims to create a new, beneficial throughout the customer. (www.fimx.fi)

Tampuuri like Fimx has many uses. Common to all is that tampuuril helps you take care of your business operations management, take care of your customers' information and offers residents excellent online services. (www.tampuuri.fi)

Its for businesses such as the property management office, a property maintenance company, provide rental housing company, manage the municipal real estate, commercial properties.

1.1 Research Questions

1. What are the challenges for the customers using Ovenia's facility management services ?
2. What are the challenges for the service providers who provide maintenance and other secondary services.
3. What are the challenges for the facility managers?

1.2 Objective

The Objective of the thesis is to improve communication between Ovenia's facility managers, service managers and their customers.

Ovenia is one of the largest property management companies in Finland and it manages hundreds of properties every day. In most cases one manager may manage more than one facility than just one. Even one property can be a massive business park with a staff of dozens and hundreds of people in the company. This thesis will concentrate in particular, to run these Business Parks.

Each manager is in daily contact with the facility's people and get a daily quota on how things are going and what things do go wrong. In most cases the clients contact the manager via phone, e-mail or FimX and Tampuuri through services. The problem with these communication devices is that there are too many of them and building managers are busy and do not always see or find new messages that have arrived in these different services and programs. The inability to contact the manager in time or at all is bad customer service and gives Ovenia a bad reputation.

Business Parks serve many different firms of service providers for example: cleaners, handy-men and janitors, restaurants, garden services and computing. Ovenia manages all of these service providers and are in constant connection with them and their supervisors.

The aim would be to examine how managers, customers and service providers could be simply connected to each other and how their relationship could be improved. for example, by reducing the use ohjemien or by developing a new program for communication and simplification.

2 Theoretical Framework

2.0 Facility Management

Facility management, commonly known as FM is not a new business in the public sector but relatively new in the public sector. Facility management has been practiced in a variety of different form for years. The profession has been titled as property management or building operating management. (Cotts, Roper & Payant 2010) According to Cotts, Roper & Payant the

most recent definition of facility management is a profession that encompasses multiple disciplines to ensure functionality of the built environment by integrating people, places, processes and technology. (Cotts, Roper & Payant 2010)

The primary function of FM is to manage support services and to meet the need of meet the needs of the organization, its core operations and employee. FM is the support function coordinating physical resources and workplace, and support services to user and process of works to support the core business of the organization. The main issues of facility management practice consist of place or facility, people or user of the building, and process or activities in the facility. (Chotipanich, 2004) According to Chotipanich facility management as the management of infrastructure resources and services supports and sustains the operational strategy of an organization.

The purposes of facility management can be distinguished in two aspects to support and sustain the operations work and activities of organizations and their staff and to manage work environment and support services. (Chotipanich, 2004)

Operational FM involves short-term results on a day-to-day level. An effective operational FM provides a safe and efficient working environment which is essential to the performance of any business. The primary object of facility management is operational function that is the most visible part of facility management. This operational function supports the basic routines and regular needs of the facility management organisation. (Chotipanich, 2004)

2.1 Service Outsourcing

The Definition of outsourcing is that service, such as product design or manufacture, is subcontracted to a third party. The reasons for outsourcing are often associated with reducing expenses or time and a more efficient use of energy, given the company's areas of expertise related to energy reallocations or savings or land, labor, capital, technology and other resources more efficiently. (ulkoistaminen.fi)

Cost savings are at least one of the objectives in most outsourcing. If the function or service is only transferred as such to another undertaking and the company adds more on the costs of equity for settlement there will not be any cost savings. However, it is possible to achieve savings, if the service provider has structural advantages over the external to the enterprise. In a perfect scenario productivity will be better, lower labor costs, or the amount of capital lower. (ulkoistaminen.fi)

Ability to focus on core activities is also one of the most common reasons to outsource functions. When the support functions have been outsourced, such leadership does no longer require management attention. Management can focus their attention on the most important strategic tasks, which at the very least creates opportunities for improving the company's performance. (ulkoistaminen.fi)

Indirect consequence of outsourcing has the opportunity to weed out low value adding tasks. When the preparation of outsourcing is done well, the tasking and functions are run by the outsourced service on a detailed level. There are often situations where arises tasks outside the functions of the main processes, the existence of which has not been widely acknowledged. This, in turn, contribute to the assessment of the need for such tasks. When a service is outsourced it is not a spontaneous addition of new tasks without fail, the tasks will be agreed separately with the service provider. (ulkoistaminen.fi)

Outsourcing does not automatically bring benefits and it is not always justified. Before outsourcing decision is made the company is considering if outsourcing will determine its own cost structure and quality level as well as to understand the degree to which internal functions can be achieved by developing and what competitive advantages sources of external actors have, as well as to evaluate the market price level of outsourced services. On this basis, the profitability of different alternatives can be compared. If outsourcing leads to savings it will be a positive business case. This success depends on well-managed competitive bidding, a good agreement and meticulous service. (ulkoistaminen.fi)

Outsourcing can provide other benefits. Very often companies want to change the fixed costs into variable costs. An appropriate pricing model cost will scale as volume fluctuations involved, which may, among other things, reducing the risk to the business cycle. To lighten the company's capital structure by outsourcing the functions of capital employed is transferred to the service provider. (businessopas.fi)

Most buildings are still providing conventional facilities management that has a team or a department taking care of the facility. The team pays attentions in the facilities and services performances in the building. The managers supervise maintenance department where they make sure all the equipment and services is functioning all the time. Facilities management can be used to help businesses get better returns on investments and establish long term competitive advantages in the marketplace. (businessopas.fi)

Tasking is an option that may be more appropriate in specific service situations. This approach is widely practiced in information technology and facilities management. While the

strategic importance of out-tasking is generally recognized. (Kermic, Tukul & Rom, 468-469,2003)

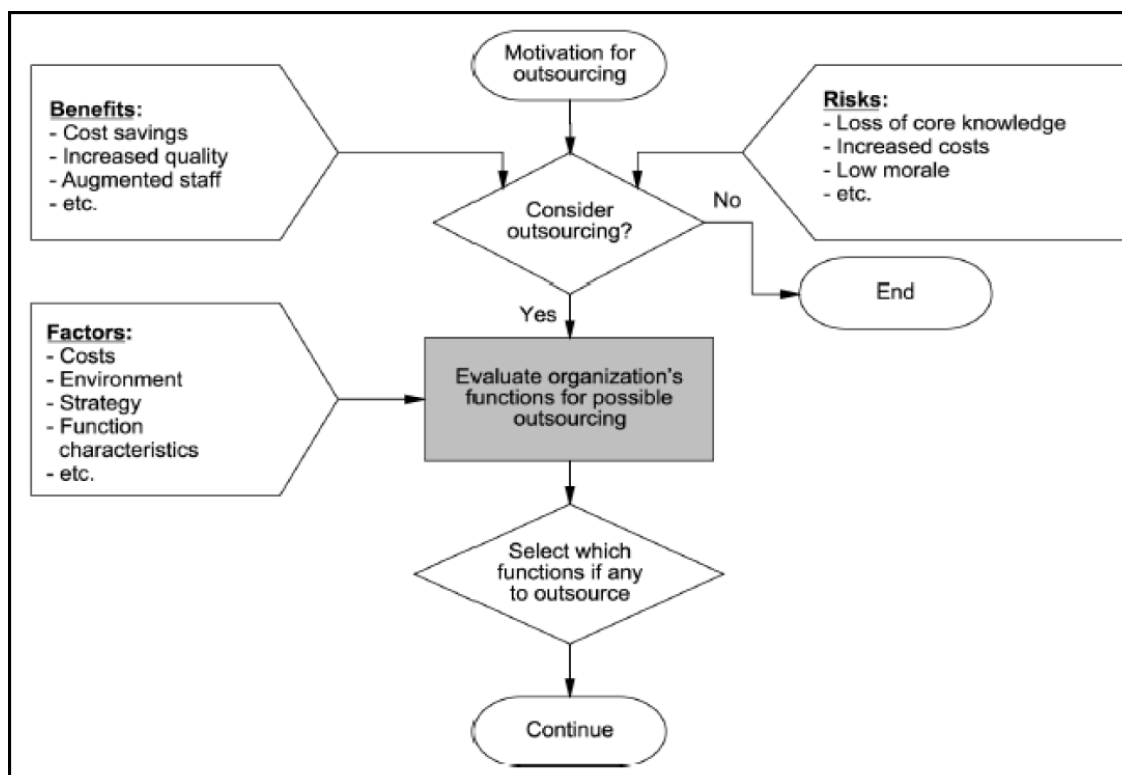
When companies outsource their maintenance there is usually frictions between the client's long-term maintenance plans and the supplier's incentive to provide quality service. (Kermic, Tukul & Rom, 468-469, 2003)

Outsourcing facility management can be a good way for big companies to cut down operating costs and give more attention to their core business and improve their competitive edge. This is to achieve changing nature work and workplace to be more equipped with the latest knowledge and skills in information in technology and management. (Kermic, Tukul & Rom, 468-469,2003)

Facility management outsourcing makes things easier for companies because it covers all none-core activities for the company. There activities might include housekeeping, kitchen services, security and building setup, or interior and gardening services. All of these services are basic requirements for any business and their facilities. As the business develops and competition gets tougher it is not easy for an organization to monitor all these activities.(Kermic, Tukul & Rom, 468-469, 2003)

Keeping up with different departments of each of these services that do not directly affect the business will become frantic and costly for the company. Even the wealthiest of the companies are considering of reducing costs to keep up with the market. Outsourcing facility management services releases the unnecessary stress but helps reduce expenses. (Kermic, Tukul & Rom, 468-469, 2003)

Outsourcing as opposed to out-tasking, involves turning over the complete management and decision-making authority of an operation to somebody outside the core organization. Usually when a management contract for outsourcing is made it is for a period of three to four years. Out-tasking on the other hand involves keeping the overall technical competency and decision making authority inside the core company and using outside specialty services on a temporary basis to supplement in-house capabilities .Outsourcing is contracting out to obtain the services or products from an outside provider instead of having them provided by in-house resources. In the attempt of outsourcing, it is important to ensure that the institution's mission and long-term goals and objectives are achieved. In other words, outsourcing is a form of privatization in which institutions of higher education contracts with an external organization to provide appropriate functions or services. (Kermic, Tukul & Rom, 468-470 2003)



Picture 1 Source: Kremic, Tukel & Rom (2003)

2.2 Service Providers

The service provider productivity can be improved with outsourcing companies for several reasons. Companies that provide housekeeping can use to optimize product development and to contribute to cleaning methods and tools thereby improving productivity. Call center employee can scan bills off-peak hours, when the productive working time can be maximized. Hundreds of skiers wage employment company receives economies of scale and to invest in the automation of the process more than the company, which has ten own salary counters. The highly specialized and branded services can be at the same time to reach the high level of quality. (businessopas.fi)

2.3 Customer relationships

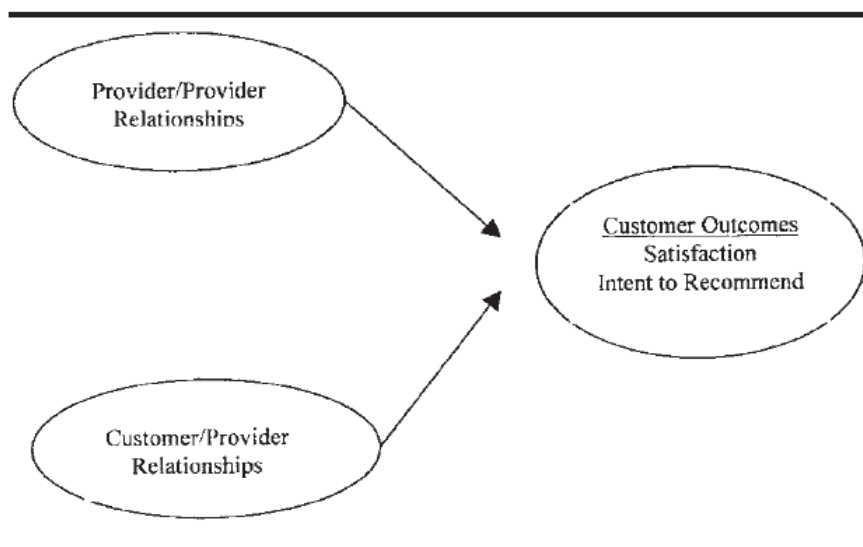
Because the process of building and maintaining customer relationships involves both investment and opportunity costs, service firms can benefit from identifying those customers who are most receptive to maintaining relationships. Investment costs in relationship building include the costs of prospecting, identifying customers' needs, modifying offerings to meet these needs, and monitoring performance. Given these costs, firms must make choices concerning which customer groups to target. (Mattila & Enz, 2002)

Relationships that are profitable only when they last long enough for the firm to recoup its costs and reap the benefits. Consequently, a firm should focus on identifying those customers who are most likely to remain in long-term relationships with the firm. In response to this need, we propose a model of relationship maintenance from the customers' perspective and offer propositions regarding the conditions under which customers are more receptive to maintaining service relationships.

Within marketing, conceptualizations of relationship maintenance with customers focus either on the desire to continue the relationship or on the dependency in the relationship. Focusing on only one set of motivations runs the risk of perpetuating a schism in our understanding of relationships. may be a reflection of the different disciplinary roots of relationship maintenance.

The basic assumption is that customer satisfaction drives profitability. The assumption is based on the idea that by improving the quality of the provider's service, customers' satisfaction is improved. A satisfied customer creates a strong relationship with the provider and this leads to relationship longevity. Retention again generates steady revenues and by adding the revenues over time customer relationship profitability is improved. Thus the firm can utilize potential customer relationship economic opportunities in a favorable way. (Mattila, Enz, 2002)

FIGURE 1
Model of Service Relationships
and Customer Outcomes



(Picture 2 Source: Journal Of Service Search)

2.4 Product development

Product development is an action or process of a company aimed at creating new products or enhancements to existing products on the market. It refers to the use of the knowledge gained through research and experience in order to improve processes and systems. Product development process to change market needs and technological potential into salable products. (kulmat.fi)

Traditionally, product development has focused on manufactured objects, but now the word is also used for the software, service products, money market instruments and even public services. Aim of product development is to produce quickly and economically new products that meet the needs of customers and competitive products, taking into account the market situation. (kulmat.fi)

In larger enterprises, a product developed is usually done by a separate department. Shares of the managed product development expenses in the whole turnover of the undertaking varies greatly. In traditional industries product development accounts for a few percent of net sales, while the rapidly growing new areas of product development costs may be as much as half of the turnover. (kulmat.fi)

In product development, the product is considered from a broader perspective: The Package, which includes the brand, brand, price or performance, design, etc . Product support delivery, warranty, repair, and operating instructions, recycling and life-cycle cost of the product. (kulmat.fi)

The new product can position itself in different ways in the functioning of the market or the company. The product can be in terms of the company's new version of the old, the future for the same activity a new technical solution or the product may be entirely new to their intended use. In the market point of view, the product can be completely new and has no competitors. Most of the new products are versions of old. (kulmat.fi)

Product development is often implemented as a project, so that project management is one of the key development areas of expertise in addition to technical know-how. It can be divided into the following phases: (kulmat.fi)

2.4.1 Outline and Focus

When creating a new product the company has to conduct a detailed market survey with the following question layout: What does the customer want, what competitors providing, where we have new ideas, which is our target group, what stage of life are other products, the benefits of the new product might bring? Extension is guided by the responses. The aim here is to eliminate false ideas before product development is directed more resources.

Product development often begins with a list of the requirement or the requirement specification is drawn up. This section describes the appearance, regulatory requirements, the use and the like. The listed functions are the demands that a new product must have and at least meet the wishes and complementary functions. Requirement List is sought in customer perspective. (Kotler&Keller, 2012)

2.4.2 Brainstorming and Preparation

This stage aims to share new product features and separate sub functions, which are sought as systematically as possible to all possible solutions. The creation stage is intended to be an abstract level, in order to make rapid progress, and in order to find as many possible solutions. Having identified the possible solutions and selected from those most suitable options the required functions can be implemented. (Kotler & Keller, 2012)

Ideas for new solutions can be obtained from customers and users experience, product department, competitors' products, crafts fair idea or public sources, such as patents. Creating ideas can be used to help a variety of brainstorming techniques such as brainstorming, morphology, analysis of the problem and others. (Kotler & Keller, 2012)

2.4.3 Drafting

Drafting placed in the main components and functions machine. Draftst are not accurately drawn, but to bring out the idea of the product. For example, the machine provides the first main composition, followed by the clarified draftins and conducted technical dimensioning of the main components of the accurate calculations. (Kotler & Keller, 2012)

If the product has any appearance requirements, at this stage an industrial designer is called. The designer draws up several sketches of a new product appearance and then the most appropriate is selected. (Kotler & Keller, 2012)

2.4.4 Finalizing

Finishing step is produced in the product documentation, including required documents for the preparation of documentation, as well as the end user. When parts of the images are completed, a corresponding new product the prototype will be made. The 3D models are now able to replace some of the prototypes. (Kotler & Keller, 2012) At this stage variety of tests are made, often the standards related to product safety requires that the product be tested in a certain way in different type of tests. To improve the manufacturability zero series can be made, which will optimize the manufacturing process and eliminating disturbances produce. (Kotler & Keller, 2012)

The life cycle of the product development phase ends when the product is brought to market. Often new product marketing already starts at the stage when the product prototype has been completed and the commencement of production schedule has been confirmed. (Kotler & Keller, 2012)

Most of the products are still in their body during changes due to issues such as low availability. It is important that the product life cycle stages are taken into account in the calculations and figuring out how to ensure high productivity during the product development and figuring out how to ensure high productivity throughout the product lifecycle. For competitors not to steal the new product or its idea the product can be patented or protected under the brand name. (Kotler & Keller, 2012)

2.5 Service Innovations

A service innovation can be a technology-based modification in the service product or in the service process. The novelty value of a service is often non-technological, and that is why the innovativeness of the service is seldom measured from the technology viewpoint. (Sillanpää, Junnonen & Saari, 2012) A service innovation is a new service or such a renewal of an existing service which is put into practice and which provides benefit to the organization that has developed it. The benefit usually derives from the added value that the renewal provides to the customers. In addition, to be an innovation the renewal must be new not only to its developer, but in a broader context, and it must involve some element that can be repeated in new situations, it must show some generalizable feature. (Sillanpää, Junnonen & Saari, 55-56 2012)

Service innovations are usually developed in co-operation with the customer, and customer interaction is a key feature for service innovations. In FM services, the cooperation between

different service providers is essential for producing the service package and service innovations that meet the customers' needs (Sillanpää, Junnonen & Saari, 55-56, 2012)

Numerous corporations today are outsourcing specific information systems functions. The diversity of these outsourcing arrangements goes well beyond that associated with the more traditional facilities management. (Sillanpää, Junnonen & Saari, 55-56, 2012)

2.6 Mobile communications

The digitalisation of interaction and communications affects our ways of trust. Digital interaction technology, created to interact with the data and the data management are now at the heart of creating human relationships. For more than three billion people use the Internet and its various social applications on a daily basis. The technology is present in both the state and the citizens, in the market-market companies as everyday between an individual, trust interactions. (www.demoshelsinki.fi)

The interaction between people is a key element in customer satisfaction also in the digital ages. The majority of consumers want to deal with the problem in a face-to-face situation and get advice. Consumers would also be willing to pay a higher price, if it would guarantee a better level of customer service. (www.demoshelsinki.fi)

The majority of consumers feel that they get the best service tailored to their needs by visiting a store, and many of the customers are willing to buy new or updated products on receipt of a service face to face than dealings online. Customers are more likely to become frustrated when dealing digitally than face to face. Customers always want to do business as quickly as possible which is more easily done face to face. (www.demoshelsinki.fi)

Today, customers complain about poor customer service experience in social media. Poor customer service are now more easily forgiven than before. Customers would usually consider returning back to their old service providers when they are disappointed with the new, but some consumers would break a customer relationship once and for all. However, companies can take steps in order to give their customers better customer service which would affect their decision to change providers. (www.demoshelsinki.fi)

Communication technologies-filled world for face to face interaction will replace more and more different technologically mediated forms of communication email, phone calls, instant messaging and social networking sites distributed updates. Concern about of online communication is often related to how others interpret the shared content and multi-range of effects

can have customer relationships. Maintaining the trust taking place through digital technologies interact requires effort, the shared content may end up in front of people for whom it was not intended. The interaction of mutual trust must therefore part-of participants due to digitally mediated interaction on the heightened importance of the content of the division of control if possible limitations. (www.demoshelsinki.fi)

The maintaining of trust between individuals in a digital communication requires new tools also agreed common rules on how to register in the personal-communication behavior and what part of the communication must not end up in the wider community use. In addition, it should be kept in mind that the trust is not only an online feature or requirement of events-van interaction, but more and more web service starting point is mediated and face to face The combination of interaction enables new kinds of everyday practices. (www.demoshelsinki.fi)

Confidence in the digital socio-technical system required also to be trusted in the service providers, responsible for the development, maintenance, and typically also passing through their data collection, storage and use of the systems. This involves essentially trusting the one hand, the competence of operators to build and maintain operating systems and, second, their well-intentioned motives. (www.demoshelsinki.fi)

The system designers and service providers have the power to edit information on dealing with algorithms and data collection mechanism .This remains latent more easily than traditional authoritarian influence. Every time technology developers themselves do not they use the power of particularly aware of. And the threat may be that the services planned developers own terms of in the light of, which is to them a normal so that the end result Sociotechnical systems-ous does not necessarily correspond to different user needs. Without the awareness of power systems may be designed, for example, without meaning to deepen the marginal minority-user signals. (www.demoshelsinki.fi)



(Picture 3 Source: www.synfrait.com)

3 Methodology

In the thesis used a quantitative research method was used. In a quantitative study, the research draws conclusions based on statistical data. The study solved the problem of research, which is converted into research questions. The material by means of research questions sought answers to the research problem that will be solved. Quantitative data collection method is used in the study questionnaire, which consists of the variables of the phenomenon issues concerning the properties. The research method questions are standardized, that is, all the respondents the questions and answer options are the same (Statistics Finland).

Unstructured is research that involves studying the subject of interest in its own environment, as it would occur in day-to-day life. The subject of interest may be human or non-human or it can be the behavior of living things or the interactions of non-living things with their environment. Researchers strive to make not changes to the environment, as such changes may influence the outcome of the study. Since the entire point of this method is to observe things as they occur naturally, such an outcome is not desired. (www.simplypsychology.org)

3.0 Quantitative

3.0.1 Surveys

The purpose of the questionnaire or survey study is to gather certain criteria for the selected group of answers to the same questions. The study is usually selected sample of the target group who in this case are the facility managers of Ovenia . The target group consist of 50 people and it was conducted in Finnish. The Objective was to learn about the communication between the facility manager, service providers and the customers using these services, what kind of problems arise and how are they solved.

The survey was sent via Ovenia's personnel e-mail on the 27th of September, 2016. It consisted of 10 questions. The survey was not anonyms since it was sent personally via email and the participants answered by replying.

1. How do you feel about the communication between different service providers?
2. How often do you communicate with the service providers?
3. How do you communicate? Eg Phone,e-mail, Fimx?
4. How do you feel about using Fimx? Would you wish for a simpler program?
5. What are the most common problems for customers complain about?

6. Have the customers or the service providers had trouble getting hold of you?
7. Who reports of these irregularities and in which manner?
8. Are the service providers and customers actively in touch with you about the problems or do you have to contact them for information?
9. How do you inform residents of the business park of the issues? Do you use the message boards or do you have any electronic service in addition?
10. How do you inform the company and the Board of Directors of meetings?

+ Age: 20-30, 30-40, 40-50, 50-60, 60-70+,

3.2 Qualitative Methods

3.2.1 Observation (unstructured)

Unstructured observation involves studying the natural behavior of participants in everyday situations. The research includes observing the data that is right in front of the researcher. (www.simplypsychology.org)

Observation research has been conducted since 27th of August 2015 in the Ovenia headquarters in Pasila, Helsinki and various of Ovenias facility management buildings and properties. As an employee I have observed the day to day life of the company and its workers for over a year. The aim is to gather data from different situations where there is conflict or communication problems between customers, service providers and facility managers.

In my work I have been in a good position for seeing how the facility managers operate in the office side. Most of the time I have observed things in the reception services. In the reception I have direct access to the customers and where I am as a link between the service providers, clients and facility managers. I've been watching how customers give feedback to ovenia. In most cases, the feedback is negative rather than positive. Customers contact the reception usually when something is broken or billing errors have accrued. Often customers from different companies have problems with each other where facility manager or the receptionist steps in to resolve the situation.

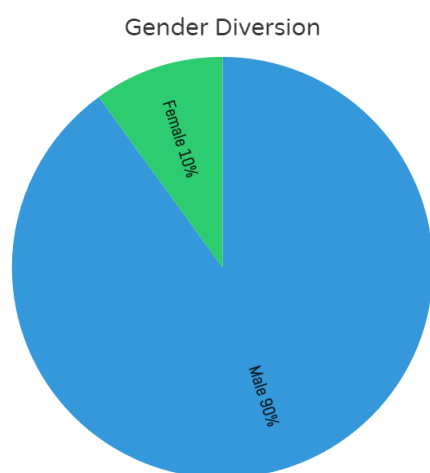
The receptionist is also the person to whom customers call when they want the service provider's to their offices. Often, in this case the service conducted by the service providers has caused dissatisfaction. People do not feel that they are doing their job properly and they have to call to fix things many times a week.

Most of the issues that arise are caused by miscommunication and misinformation that is caused by lack of information and third party interference which leads to more confusion.

4 Results and Analysis

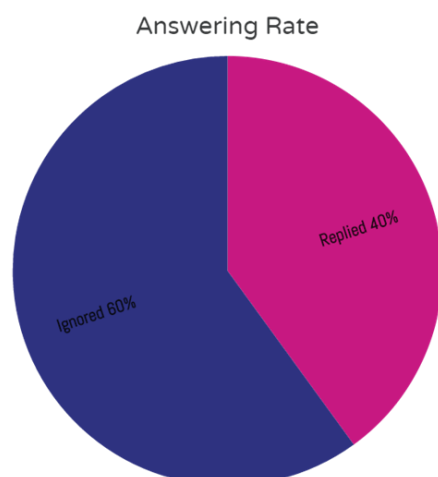
4.0 Analysis of Quantative results

Out of the 50 questionnaires that were sent on the 27th of September 20 facility managers replied within 27.9- 4.10.2016. The survey was not anonyms since it was sent personally via email and the participants answered by replying. Out of the respondents 90% where men and 10% female.(picture 1) The low number of female respondents is due to the fact that most of the facility managers employed in Ovenia are male.



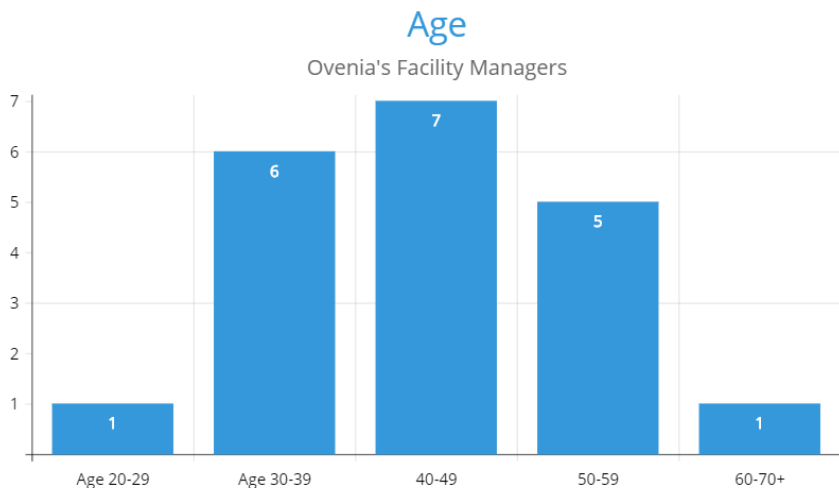
(Figure1)

Out of the 50 questionnaires that were sent on the 27th of September 20 facility managers replied within 27.9- 4.10.2016 this puts the answering rate at 40% (Picture 2). 60% of the employees that received the questionnaire did not reply.



(Figure 3)

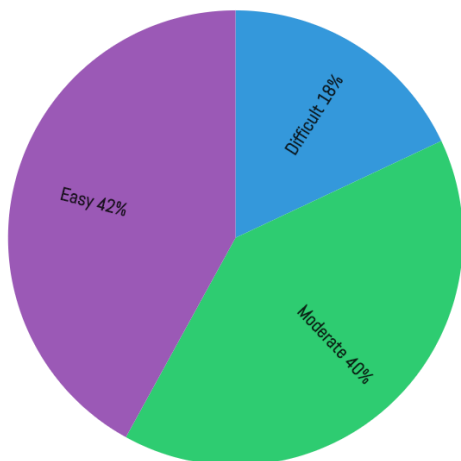
All the employees working as Ovenia managers at Ovenia are all over twenty years old. As seen from the chart (Picture 3) the age distribution shows that 90% of the managers were between age ages 30-59. Only 10% of the employees are in the ages 20-29 and 60+ (picture 3)



(Figure 3)

When asked about the communication between the managers and the service providers 18% found the communication to be difficult and took a long time to reach the service provider , 40% found the communication the be moderate and tolerable, (picture 4) 42% found that the communications were good and there were no problems with the service providers in their facility.

Commucation with Service Providers



(Figure 4)

All of the the facility managers where in touch with their facility service providers every day. 100% Of the managers used a phone to communicate with the service providers, 100% used email, 55% used the Fimx facility program and 55% used the Tampuuri facility program.

All of the managers found phone and email easy to use and used it every day. 4 people (picture5) found that FimX was easy to use, 3 people found it to be moderately easy to use but hoped it to be more simpler and 4 people found FimX to be difficult to use. 1 person preferred Tampuuri over FimX(picture 5)

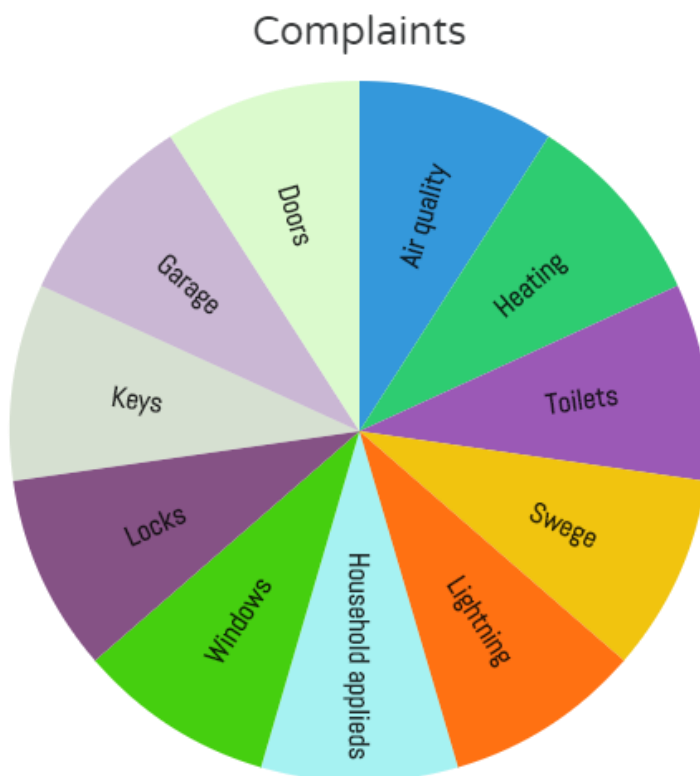


(Figure 5)

According to the survey clients do not have significant problems reaching their facility managers but in some situations when there are acute faults the clients may not get the manager in phone to catch them if they are busy (meeting, client meeting, etc..) and e-mail does not usually give the time to react immediately or, at least, due to the hectic time period during the same day. On the other hand, some Ovenia customers are can call Caverion real estate helpdesk which can also be reported to the maintenance of their building. This is possible for only a handful of Ovenia's clients. In most of the cases, however, are such that they can inform the real estate service company with the opportunity to respond to an accelerated time frame.

According to the survey the biggest complaint among the customers was the air quality in the building among with the heating and air conditioning. Other complaints included mainly in building systems and structures related to the property's findings, sanitary facilities, sewage, household appliances, windows, function and integrity, dyes functioning doors, broken locks,

lighting, interference from neighbors' parking space problems, electrical key mail functions, , a need for better information about renovation noises and other unusual problems.



(Figure 6)

The complains go through various different sources that are usually: The maintenance, from the assistant of the company that has issued the complaint, call center, any supervisor, clients and the clients of the client, the service providers and some clients give straight face-to-face feedback.

The Service providers are actively in touch with the managers especially on a complaint situation. The managers encourage the service providers to contact them even on small problems. This has proven to be an effective custom since the third party is eliminated and there will not be confusion about the actual situation in hand.

Based on the results obtained Ovenia should not try initiate the development of the new application. Ovenia should develop their existing programs and find out why they are so difficult for the employees and customers to handle. Those managers who know how to use the programs give better quality of service and find their jobs the be easier a than those managers who do not know how to use the programs.

4.1 Analysis of Observation

Unstructured observations focused on Valimo Center Pitäjänmäki office buildings. The target building was chosen due to the fact that it is one of the largest Ovenia managed business park's in metropolitan area, and the tenants and service providers complain the most about the services and the condition of the building. The observations were made between 24.10-28.10.2016 from 8.00 to 16.00 in the Valimo Center reception.

Reception received complaints about a total of 25 different cases during this time period. All these 25 problems were informed to the reception and were made either by phone, email or in person. These problems were able to share their 7 different categories and five different service provider when Ovenia services are not be included.

Complaints to Ovenia were parking places and and lack of them. Various complaints that the Ovenia reception got were: The garage door wont open, the receptionist is looking at the computer, the conference rooms are expensive, there is no proper information about the reception opening hours, the electric keys don't work and the elevator is too small etc.

L & T received complaints about the garbage and untidiness. Customers complained that L & T did nt collect the garbage often enough and the smell due to it.

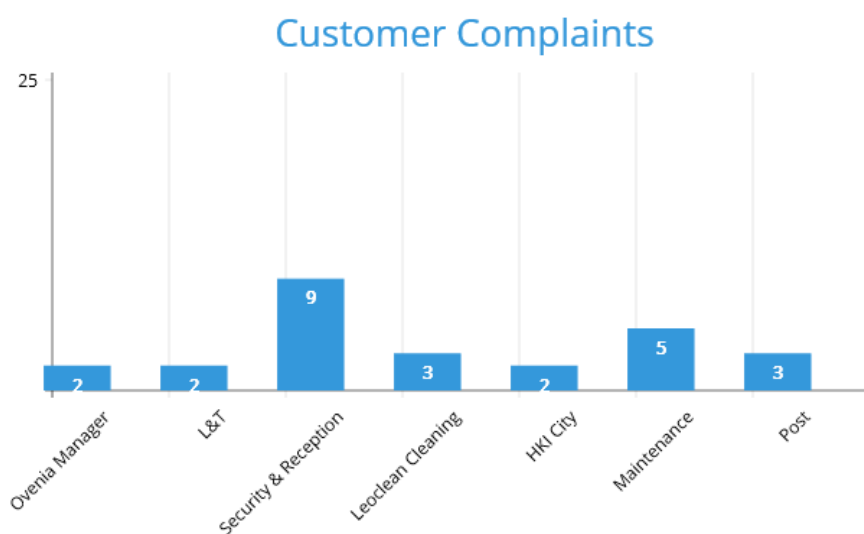
The cleaning company Leoclean got complaints about the overall tidiness of the building. Customers also complained about the lack of hand towels and toilet papers.

The maintenance company City-Miksa received complaints about the air quality, there was too hot in the building, it was too cold in the building, a variety of water leaks and that there is a draft from the windows.

The Finnish Post got complaints about missing letters and disappeared packages.

The City of Helsinki got complaints about the lack of parking spaces on the Valimotie road and road signs were unclear.

The Complaints were received during the 5 days at different times of day. Often tenants came to complain the same problem when the service provider had not fixed the problem or was not reachable. In some cases there was nothing to be done about the complaints as they did not have any relation to the building or the service providers were unable to help with the problem. The tenants were often unable to contact the service providers directly since they were unaware who were the service providers.



(Figure 7)

Service Providers	Speciality	Number of complaints
LeoClean	Cleaning	3
City-Miksa	Maintenance	5
L&T	Waste	2
Schenker	Elavators	0
Kone	Elavators	0
Factory	Restaurant	0
Securitas	Security	2
Posti	Post	3
Ovenia	Reception	8
Ovenia	Manager	2
		25

(Table 1)

5 Findings

Ovenia has a total of more than 7 systems for communicating with clients and service providers. Most managers and service providers do not know how to use all of these programs and Ovenia does not provide a proper guidance for learning these programs. Customers had not either been taught to use these programs, though they were aware of the programs existence. In addition to programs being difficult to use, customers and managers were dissatisfied as they were considered too complicated for everyday use.

A surprising factor is that the managers, service providers and customers are so used to these problems that it is the norm for them and they have accepted that the communicating is problematic.

Ovenia has had the idea is to start a new mobile application development. It would predominantly be used by managers and customers, rather than service providers.

6 Conclusions and Recommendations

Based on the results obtained Ovenia should not try initiate the development of the new application. Ovenia should develop their existing programs and find out why they are so difficult for the employees and customers to handle. Those managers who know how to use the programs give better quality of service and find their jobs the be easier a than those managers who do not know how to use the programs.

If Ovenia were to develop an application in the near future it should be developed to service providers and not only clients and managers. If the development of mobile applications were to take years the focus should be on trying to teach the employees and customers to use the old systems or significantly reduce the use of various different software.

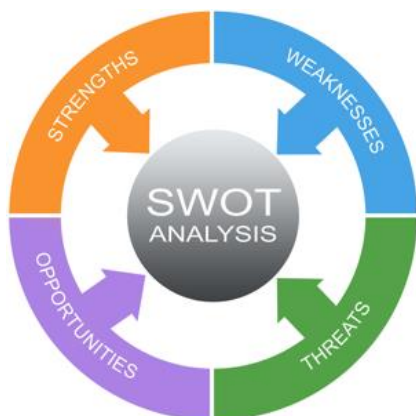
Ovenia shoul start to use its resources in the development of customer satisfaction. On the basis of observational one can say that Ovenia customers at the business parks are mostly dissatisfied with the service. During the observation research there were not any praise throughout the week when the research was carried out. Valimo Centers customers threatened to fire Ovenia if the customer does not improve.

7 Further Research

Based on this thesis Service Design methods and SWOT analysis are highly recommend way to further the research. These methods would help the research to go deeper into the core problems of communication issues and spot the weaknesses and develop new and better ways to solve communication issues.

SWOT analysis

SWOT is a process that identifies the strengths, weaknesses, opportunities and threats of an organization. Specifically, SWOT is a basic, analytical framework that assesses what an organization can and cannot do, as well as its potential opportunities and threats. A SWOT analysis takes information from an environmental analysis and separates it into internal strengths and weaknesses, as well as its external opportunities and threats. (www.mindtools.com)



(Picture 4 Source: <https://www.projectsmart.co.uk/swot-analysis.php>)

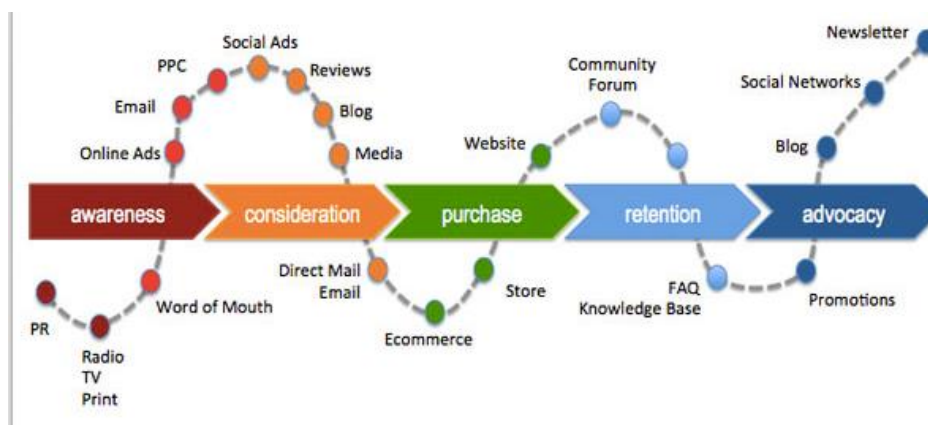
Service Desing Methods

Brainstorming

Brainstorming is a process for generating creative ideas and solutions through intensive and freewheeling group discussion. Every participant is encouraged to think aloud and suggest as many ideas as possible, no matter seemingly how outlandish or bizarre. Analysis, discussion, or criticism of the aired ideas is allowed only when the brainstorming session is over and evaluation session begins. (www.mindtools.com)

Customer Journey Map

A customer journey map is a visualization of the process that a person goes through in order to accomplish a goal. It's used for understanding and addressing customer needs and pain points. In its most basic form, journey mapping starts by compiling a series of user goals and actions into a timeline. The time is fleshed out with user thoughts and emotions in in order to create a narrative. That narrative is condensed into a visualization used to communicate insights that will inform design processes. www.servicedesigntools.org)



(Picture 5 Source: <http://blog.salemove.com/>)

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Appendixes

Hei,

Olen tekemässä opinnäytetyötä toimitilajohtamisesta. Aiheenani on kommunikaatio Ovenian kohdevastaavien ja kohteiden palveluntuottajien sekä asiakkaiden välillä. Tarkoitukseni on tutkia ja kehittää näitä kommunikaatiomenetelmiä.

Olisi mahtavaa jos voisitte vastata näihin kysymyksiin (liitteenä)

terveisin,

Katariina Koskela

Aulapalveluassistentti

Hello,

Im doing my thesis about facility management. My topic is communications between Ovenia's facility manages, service providers and customer. The aim is to study and develop these communication methods.

It would be great if you could answer these questions (attached)

kind regards,

Katariina Koskela

Reception assistant

- 1) Millaiseksi koet kommunikoinnin eri palveluntuottajien kanssa?
Esim. Onko yhteystyö helppoa ja mutkatonta vai onko suuria kommunikaatio-ongelmia
- 2) Miten usein kommunikoit palveluntuottajien kanssa?
- 3) Millä kommunikoitte? Esim puhelin, sähköposti, Fimx?
- 4) Millaiseksi koet Fimxän käytön? Toivoisitteko yksinkertaisempaa ohjelmaa?
- 5) Mitkä ovat yleisimpiä ongelmia mistä asiakkaat reklamoivat?
- 6) Onko asiakkailla tai palveluntuottajilla ollut ongelmia saada yhteys teihin?
- 7) Kuka näistä epäkohdista ilmoittaa ja millä tavalla?
- 8) Ovatko palveluntuottajat ja asiakkaat sinuun aktiivisesti yhteydessä vai joudutko itse tiedustelemaan epäkohdista?
- 9) Miten ilmoitatte taloyhtiön asioista asukkaille? Käytättekö ilmoitustauluja vai onko teillä jokin sähköinen palvelu niiden lisäksi?
- 10) Miten ilmoitatte yhtiö ja hallituksen kokouksista?

+ Ikä: 20-30, 30-40, 50-60, 60-70+

1. How do you feel about the communication between different service providers?
2. How often do you communicate with the service providers?
3. How do you communicate? Eg Phone, e-mail, Fimx?
4. How do you feel about using Fimx? Would you wish for a simpler program?
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6. Have the customers or the service providers had trouble getting hold of you?
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+ Age: 20-30, 30-40, 40-50, 50-60, 60-70+,