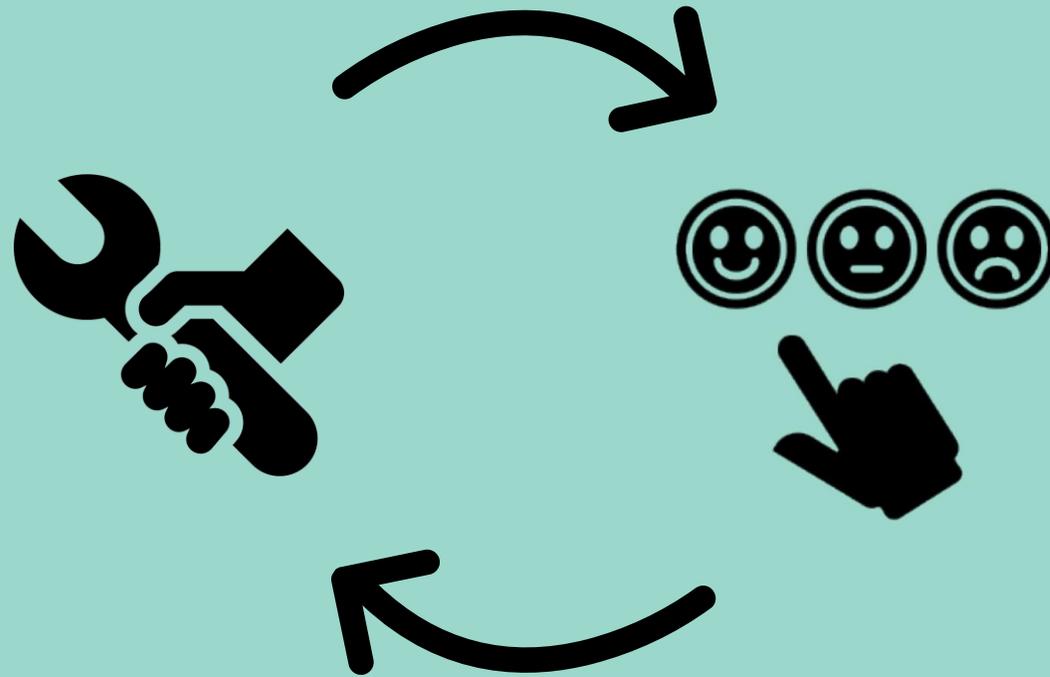


# The repair maintenance cycle

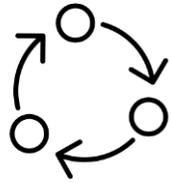


# CONTENT



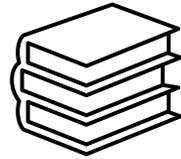
1.

Introduction



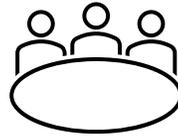
2.

Methodology



3.

Theory



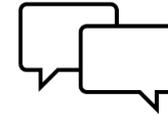
4.

Practice



5.

Conclusion



6.

Discussion



7.

Future  
research

# Introduction

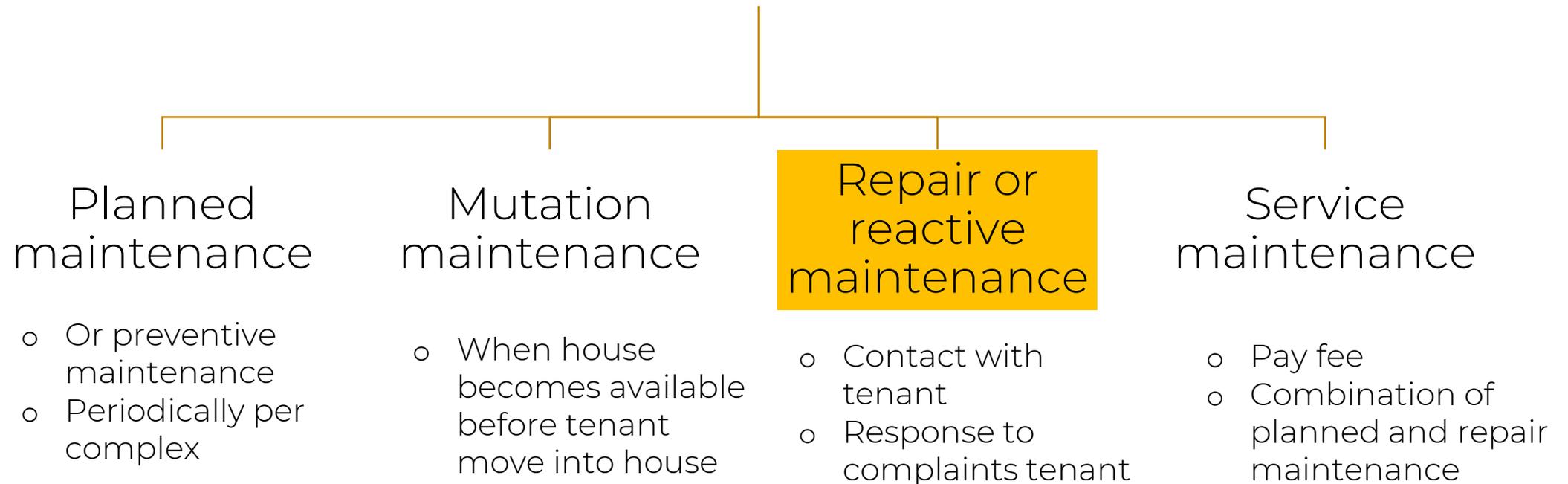
- Problem statement
- Research goal
- Research question(s)
- Conceptual model

# REPAIR MAINTENANCE



# REPAIR MAINTENANCE

## Maintenance at housing associations



# PROBLEM STATEMENT



Image: AD.nl



Image: RTLnieuws.nl

# RESEARCH GOAL

Main goal:

Investigate **what** contributes to tenant satisfaction and **how** this can be improved in repair maintenance

Output:

**Recommendations** housing associations can **implement** in repair maintenance and **maximize** tenant satisfaction

Goal of output:

**Contribute** to improving repair maintenance at housing associations

# RESEARCH QUESTION(S)

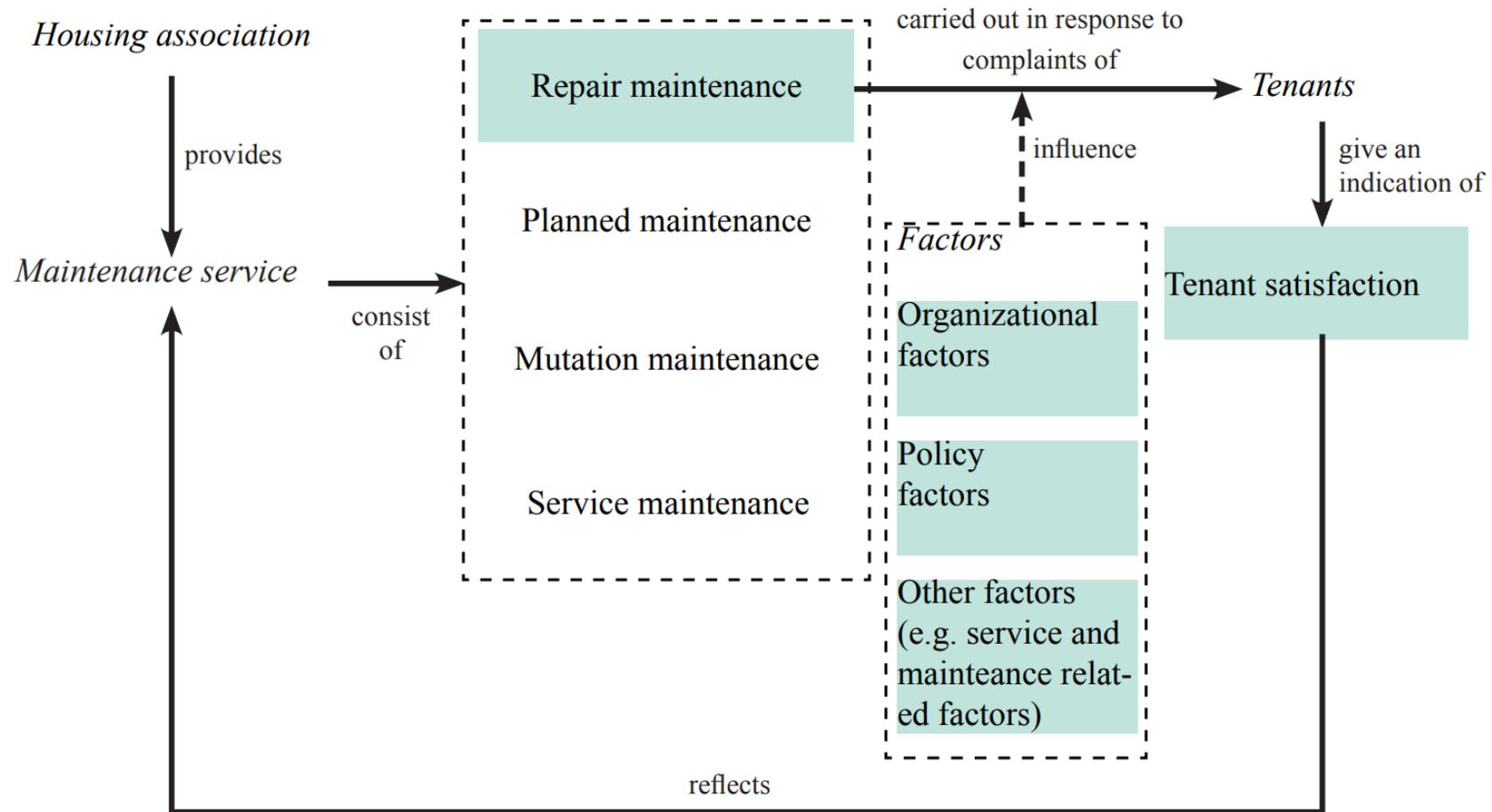
Main research question:

*What contributes to tenant satisfaction at housing associations in the field of repair maintenance and how can this be improved?*

Sub questions:

1. *What is tenant satisfaction and repair maintenance?*
2. *Which factors contribute to tenant satisfaction regarding repair maintenance?*
3. *What is the role of the organization of a housing association on repair maintenance and tenant satisfaction?*
4. *What role does the policy have on repair maintenance and tenant satisfaction?*
5. *Which recommendations can be given to maximize tenant satisfaction regarding repair maintenance?*

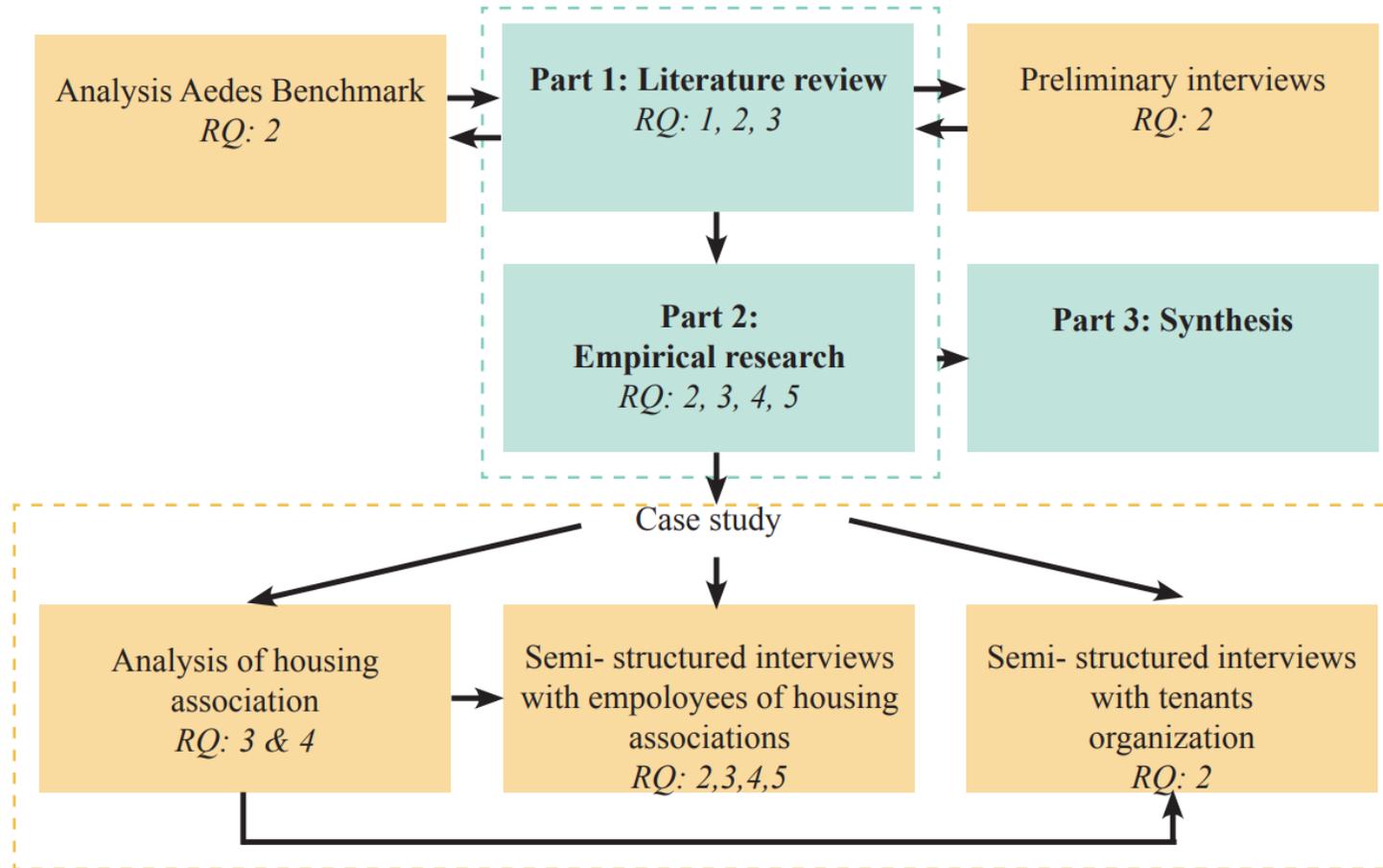
# CONCEPTUAL MODEL



# Methodology

- Research methods
- Research process

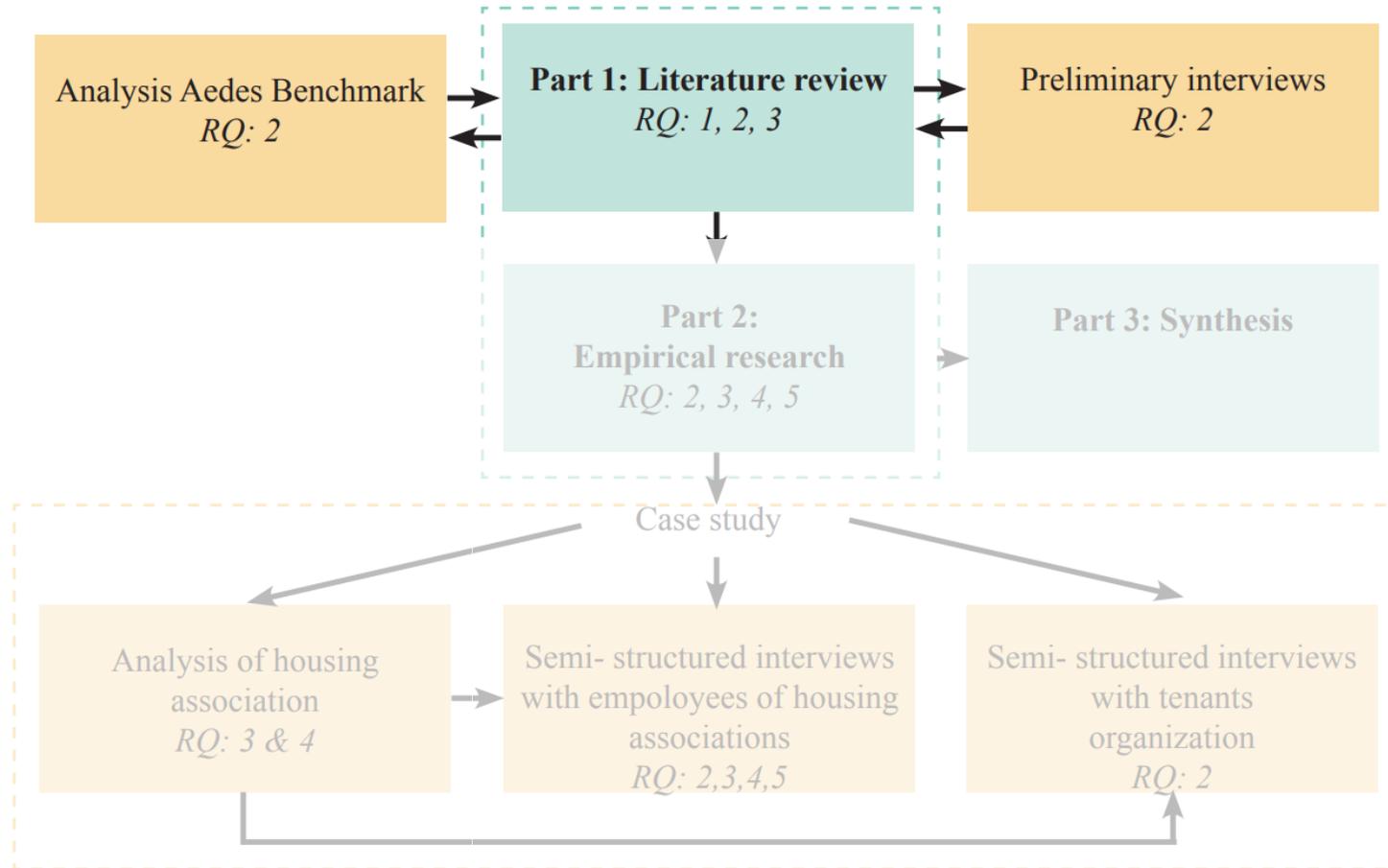
# RESEARCH METHODS



Sub questions:

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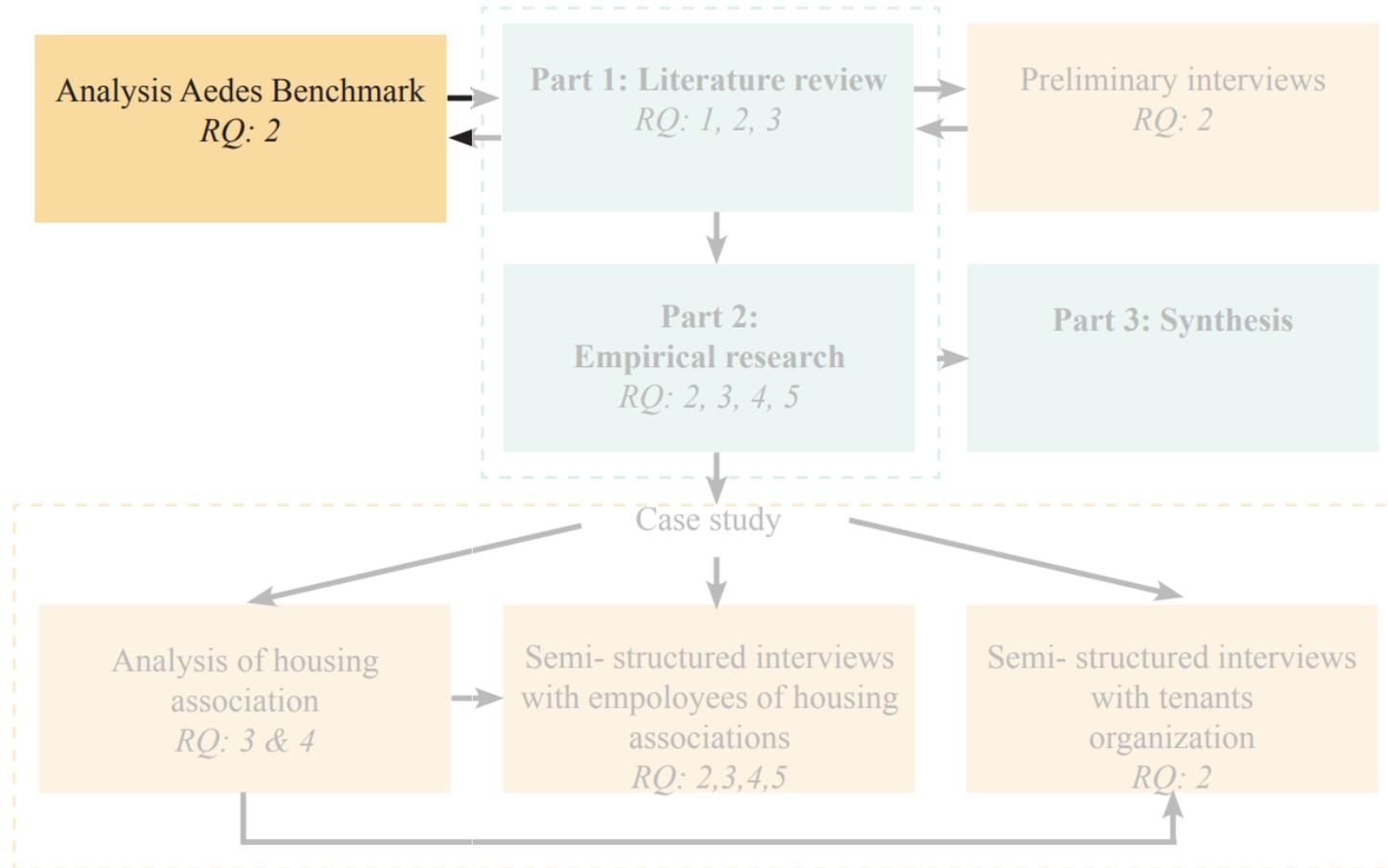
# RESEARCH PROCESS



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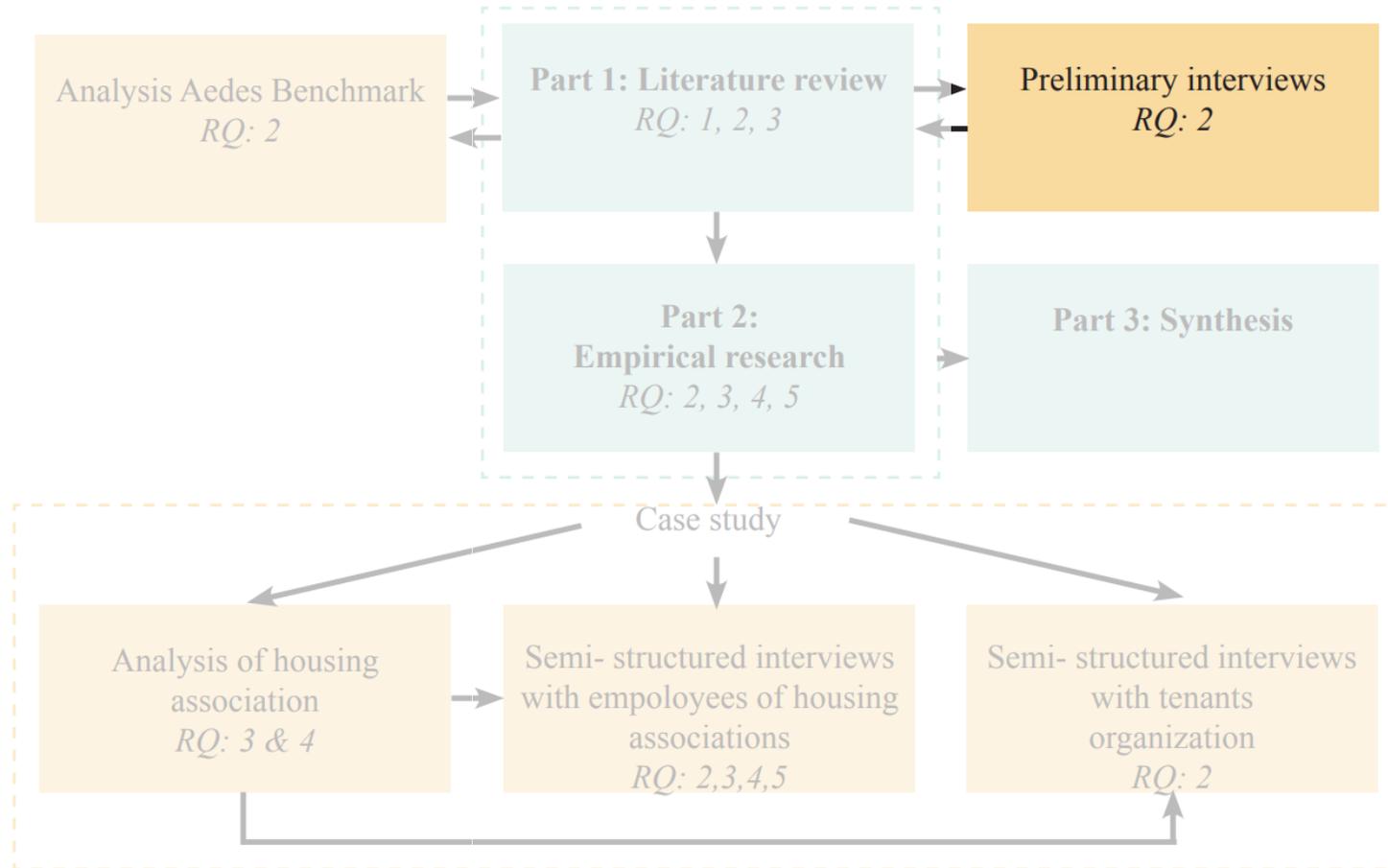
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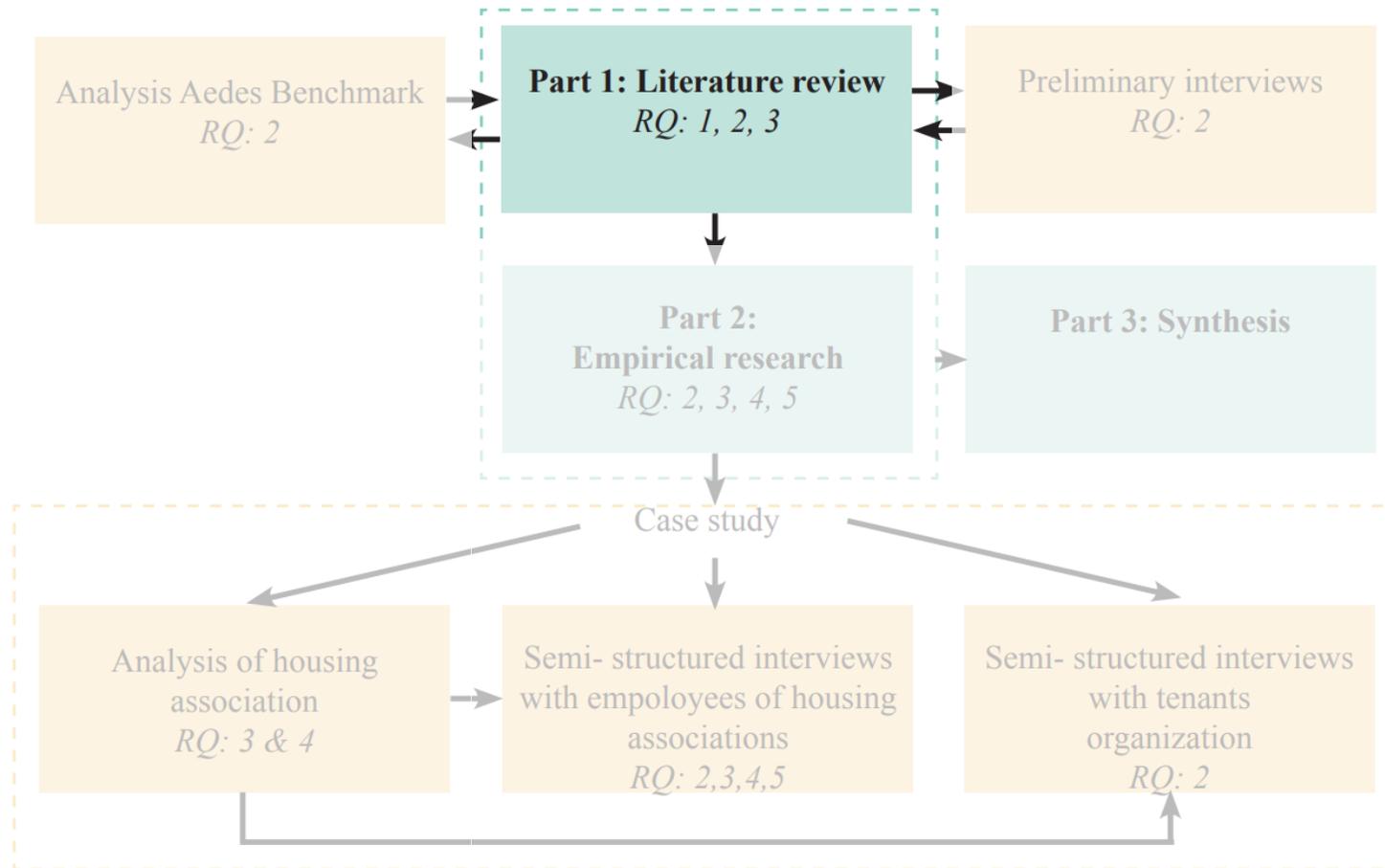
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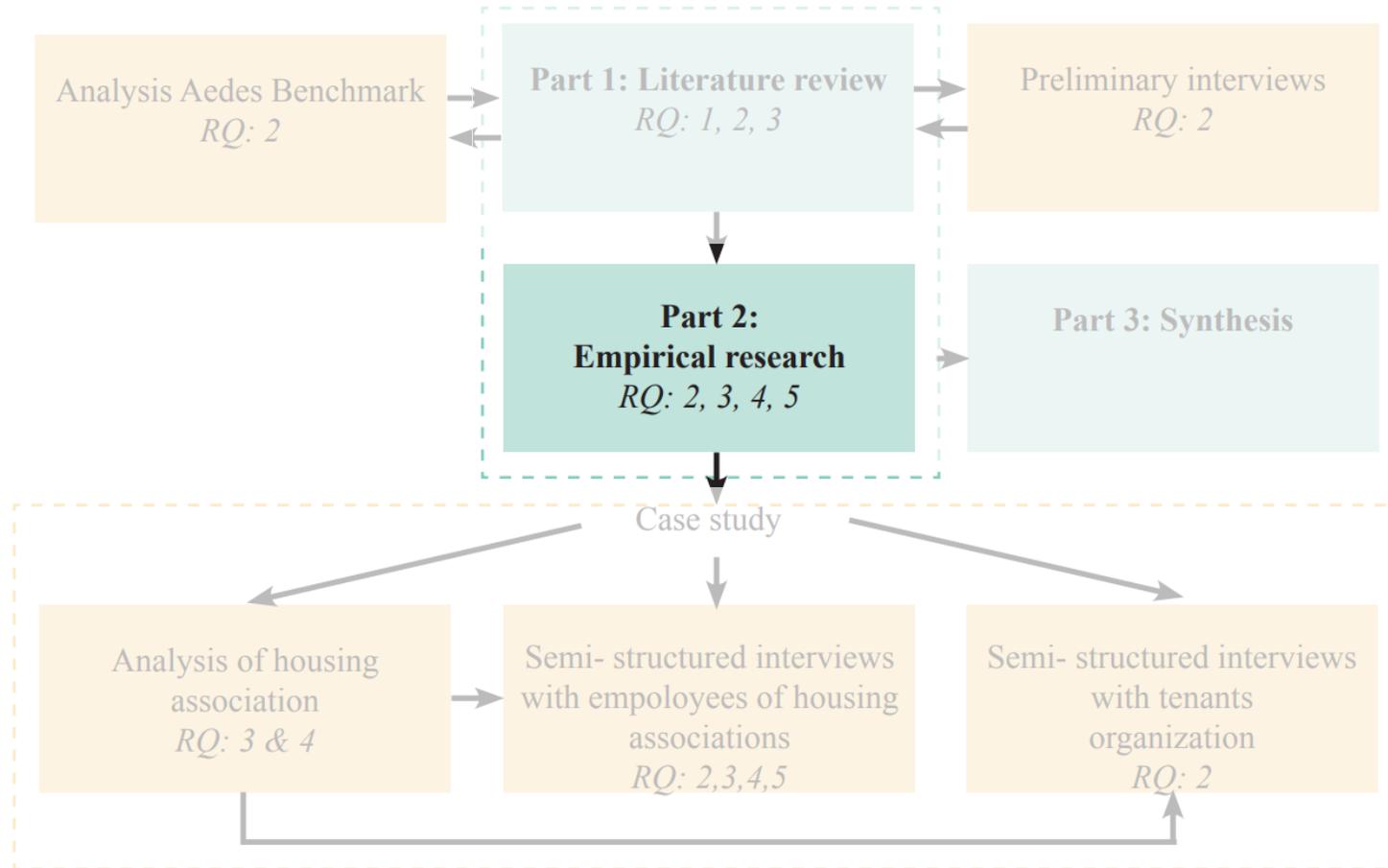
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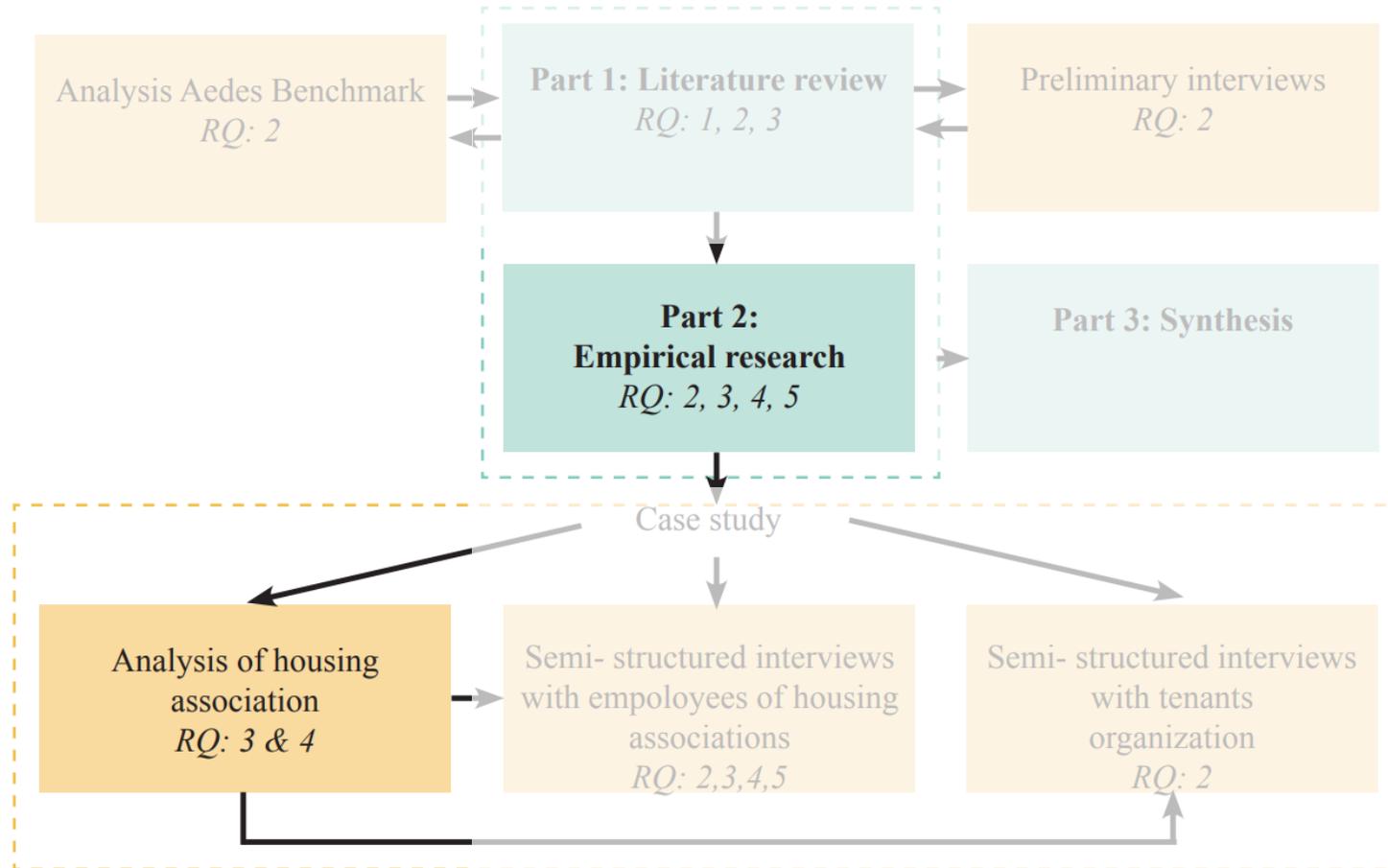
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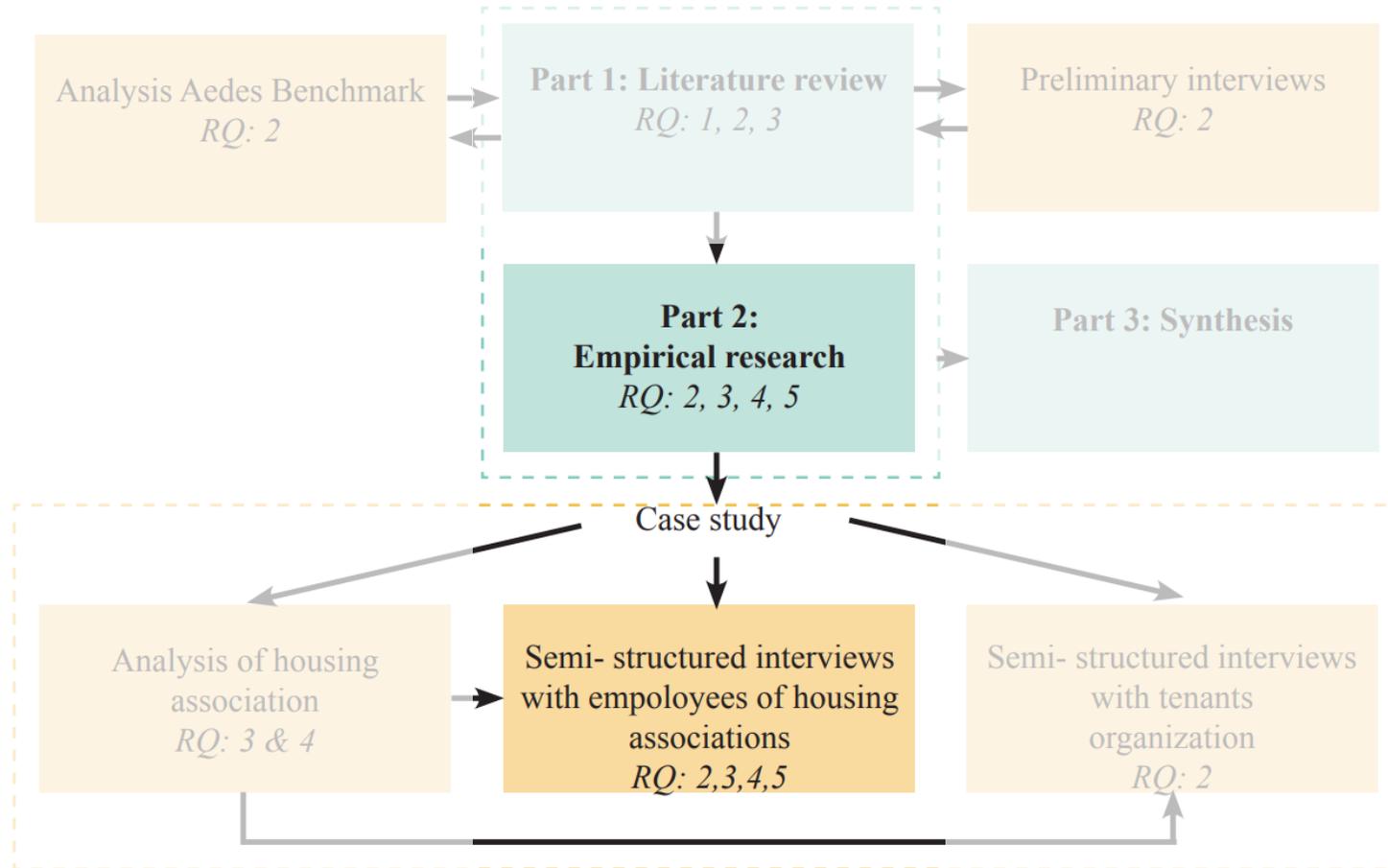
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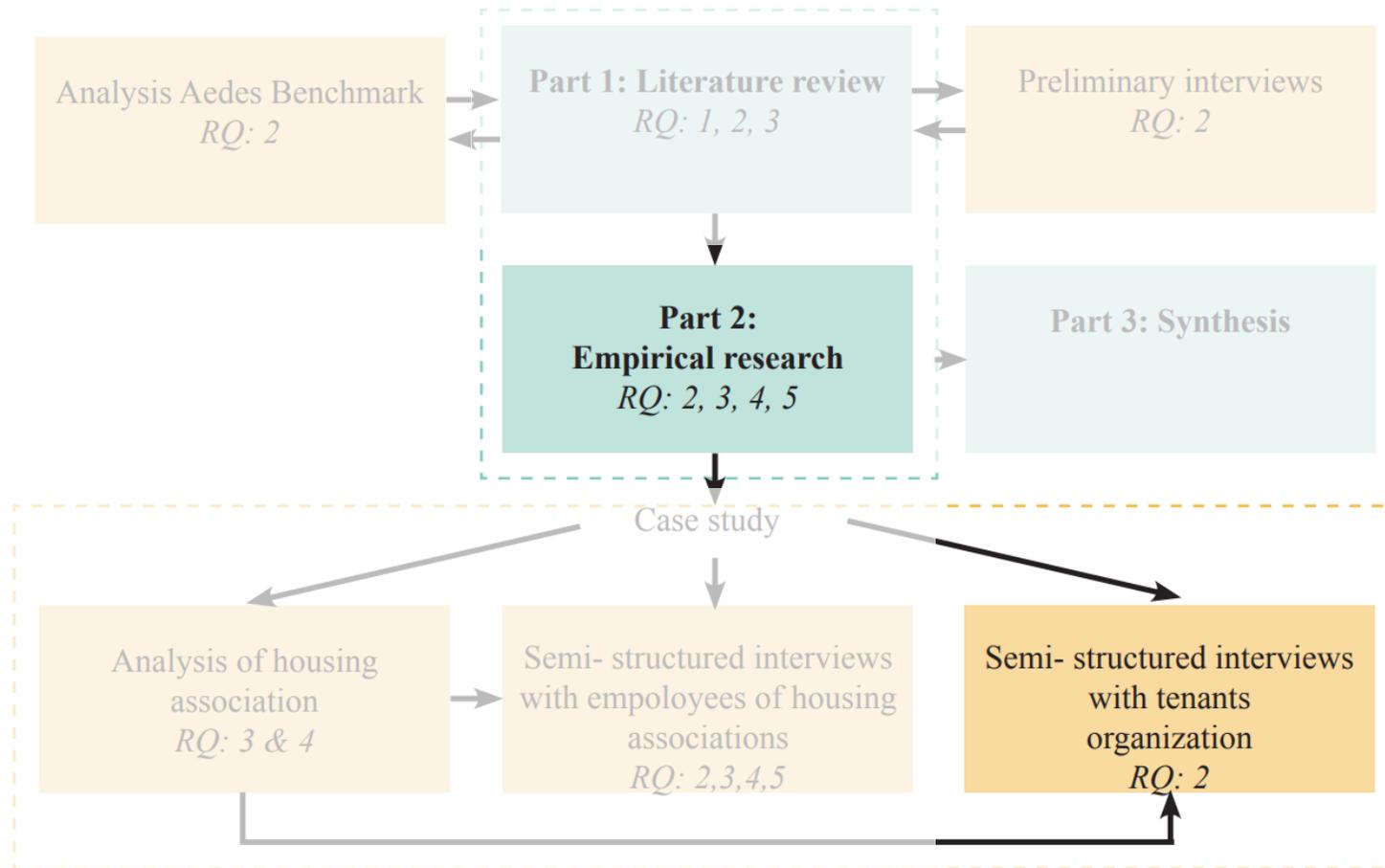
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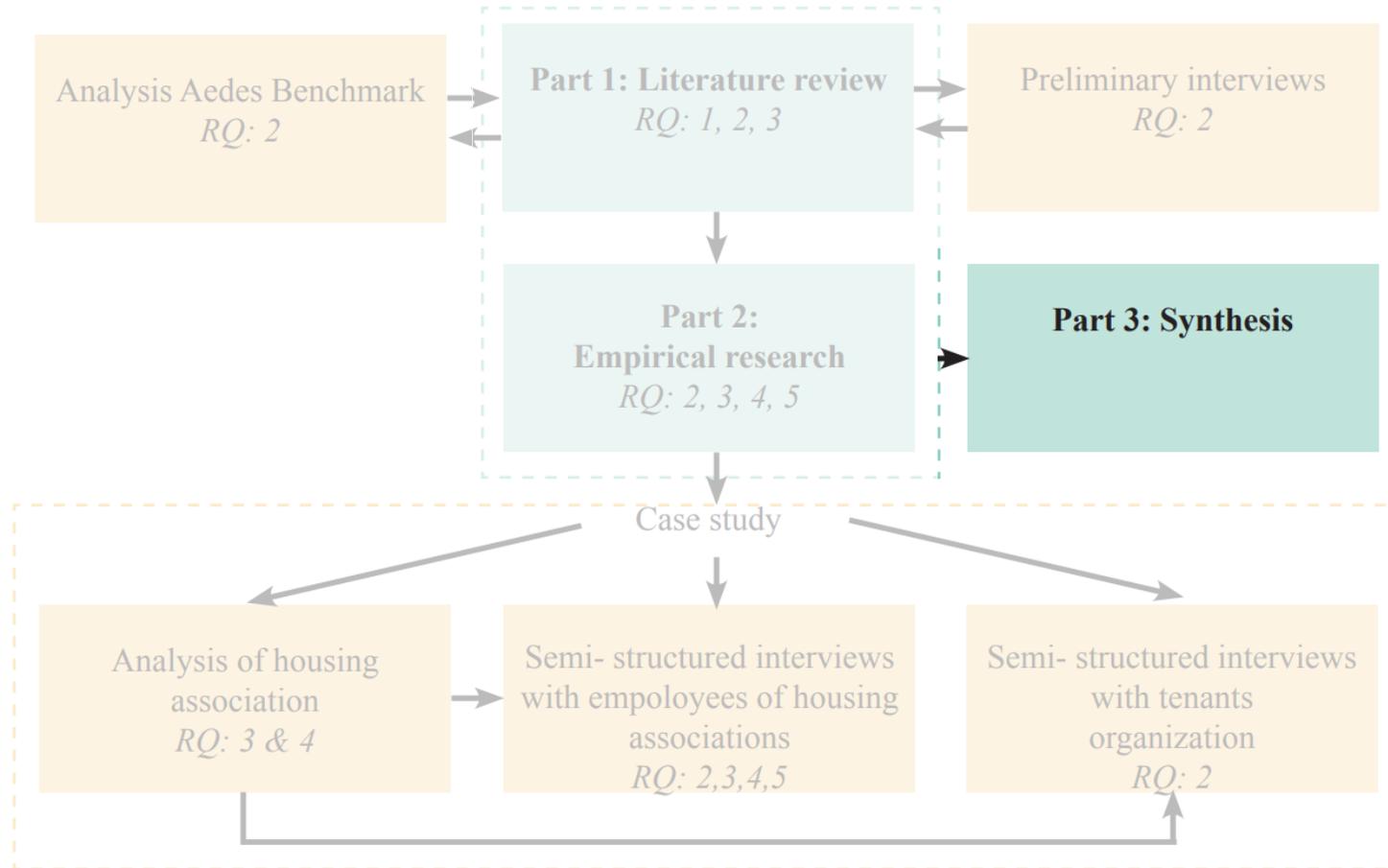
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# Theory

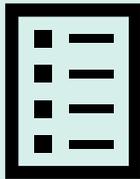
- Findings of literature review

# DEFINITION

*Tenant satisfaction is the **evaluation** of tenants on the repair maintenance service, which consists of a **series of sequential events**, both intellectual and emotional, in **fulfilling** an expected outcome.*

# TENANT SATISFACTION

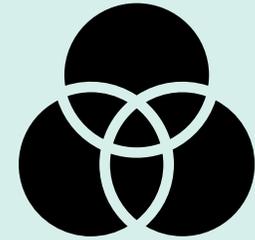
Surveys



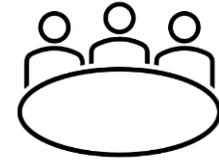
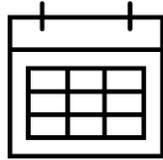
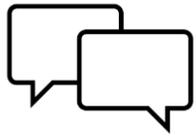
KWH rental  
label



Aedes  
Benchmark



# REPAIR MAINTENANCE PROCESS



Reporting

Scheduling

Execution

Evaluation

- Telephone (75%)
- Website (8%)
- Email (7%)
- At the desk (8%)
- By letter (2%)

- Planning an appointment
- Into account date and time
- Quickly handling repair

- Carry out repairs at tenant's home
- Outsource (82%)
- Own maintenance service (18%)

- Surveys
- Collect data satisfaction

# SUCCESEFACTORS TENANT

Quality result repair

Fulfilling agreements planning

Professional competence

Ease report repair

First time fixed

Preventing damage personal property

Flexibility appointments

Limiting mess & dust around workplace

Choice options

Limit duration work

Courtesy maintenance worker

Language

Limit noise & vibration

Neat, recognizable company clothing

*Veuger & Straub (2006)*

# SUCCESSFACTORS INTERNAL ORGANIZATION

Stakeholder opinion

Value for money

Sustainability

Service standards

Performance

Continuous improvement

In-house skills

Procurement strategy

Quality assurance controls

Efficient working practices

Innovation

*Tucker, Turley & Holgate (2014)*

# Practice

- Conducting case studies and interviews
- Findings of empirical research

# 5 CASE STUDIES



# 5 CASE STUDIES



# 5 CASE STUDIES



# 5 CASE STUDIES



# 5 CASE STUDIES



# SEMI-STRUCTURED INTERVIEWS



Housing associations (5)



Representatives (13)

Case 1: Woonopmaat

Director (1)

Manager (1)

Tenant organization (3)

Case 2: Stichting Portaal

Director (2)

Manager (1)

Tenant organization (1)

Case 3: Stichting  
Woonwaarts

Manager (2)

Case 4: SWZ

Director (1)

Case 5: deltaWonen

Director (1)

# FINDINGS: REPORTING

Reporting



Quick service

Understanding the complaint

Scheduling



Execution



Evaluation

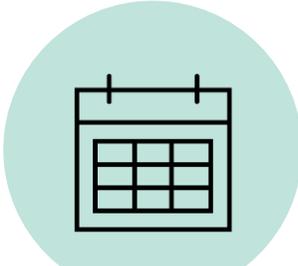


# FINDINGS: SCHEDULING

Reporting



Scheduling



Tenant choose time and date

Text message

Execution



Evaluation



# FINDINGS: EXECUTION

Reporting



Scheduling



Execution



Extra service

Quality of result

First time fix

Communication

Friendliness maintenance worker

Outsourcing: good agreements, same goals, contact moments

In-house: insight and bonding

Evaluation



# FINDINGS: EVALUATION

Reporting



Scheduling



Execution



Evaluation



Group or one on one meetings

Involve tenant

Translate results into goals

# FINDINGS: OVERVIEW

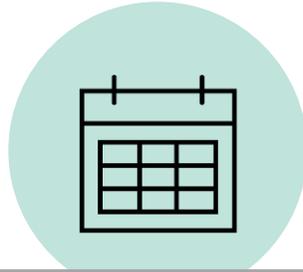
## Reporting



Quick service

Understanding the complaint

## Scheduling



Tenant choose time and date

Text message

## Execution



Extra service

Quality of result

First time fix

Communication

Friendliness maintenance worker

Outsourcing: good agreements,  
same goals, contact moments

In-house: insight and bonding

## Evaluation



Group or one on one meetings

Involve tenant

Translate results into goals



place important goals in the first place & translate them into concrete plans in policy

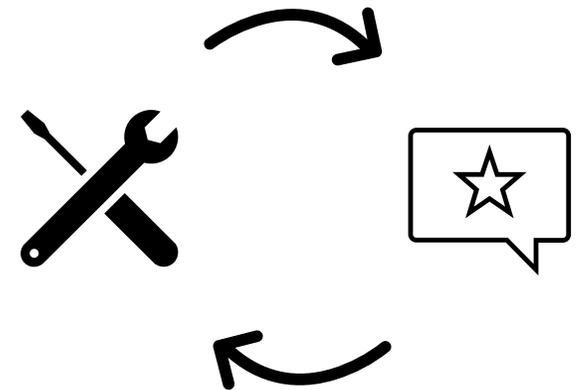
# Conclusion

- Answering sub questions
- Answering main question

# RESEARCH QUESTION 1

*What is tenant satisfaction and repair maintenance according to theory?*

- Evaluation of tenants on repair maintenance
- Series of sequential events
- Intellectual & emotional
- In fulfilling expected outcome

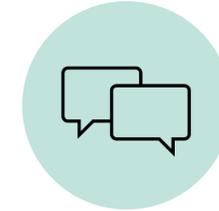


# RESEARCH QUESTION 2

*Which factors contribute to tenant satisfaction regarding repair maintenance?*

- Literature
  - 14 factors (tenant's perspective, top 3: (1) quality, (2) planning & (3) competence)
  - 11 factors (Internal organization)
- Practice
  - 17 factors into four phases

Reporting



Scheduling



Execution



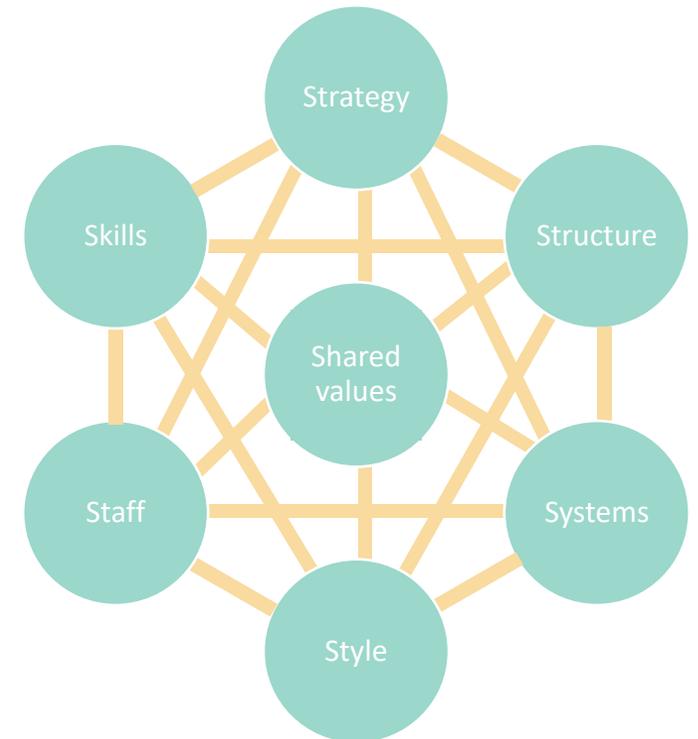
Evaluation



# RESEARCH QUESTION 3

*What is the role of the organization of a housing association on repair maintenance and tenant satisfaction?*

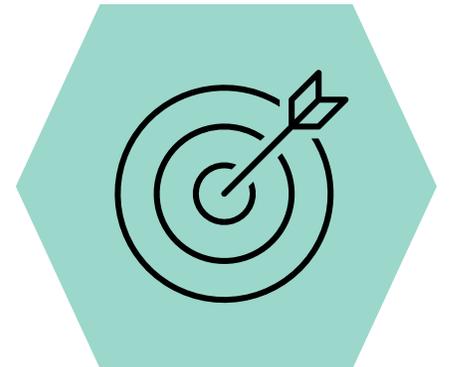
- Staff: technical and communicational skilled
- Skills: properly solving complain
- Style: continuously improve and monitor
- Shared values: unambiguous vision
- Structure: outsource (discuss expectations and evaluate), own (contact center and repair service)
- Strategy: customer- centric approach
- Systems: implementing new systems depends



# RESEARCH QUESTION 4

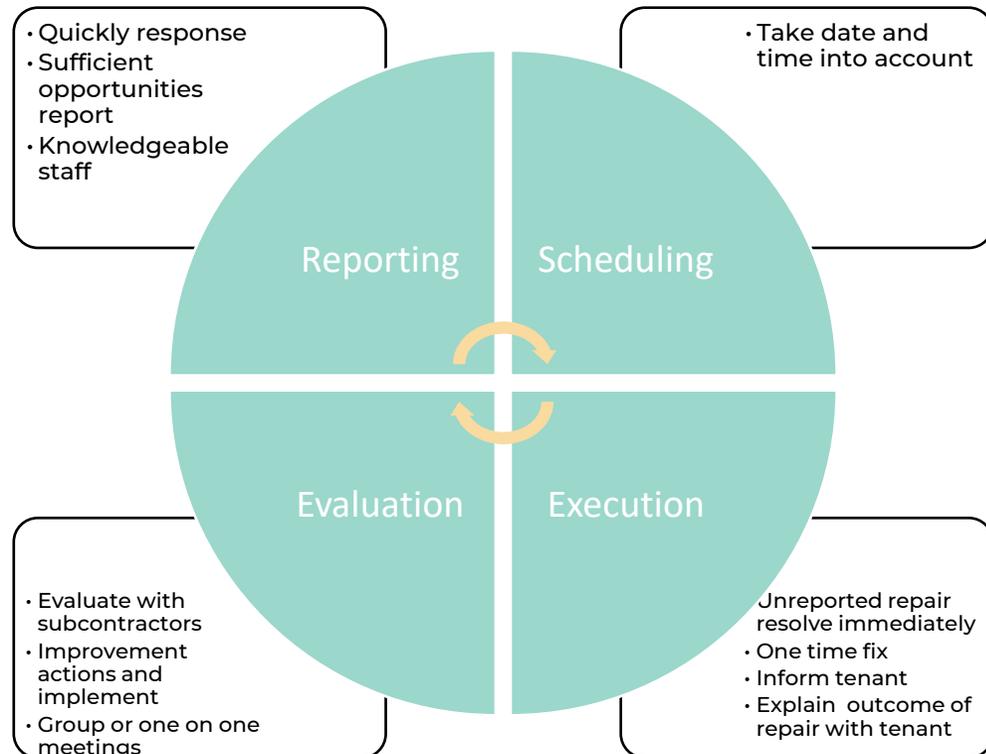
*What role does the policy have on repair maintenance and tenant satisfaction?*

- Gives direction on what to achieve
- Limitations:
  - few specific objectives
  - little information about organization of repair maintenance
  - some tenant satisfaction goals but often in general service



# RESEARCH QUESTION 5

*Which recommendations can be given to maximize tenant satisfaction regarding repair maintenance?*



# MAIN RESEARCH QUESTION

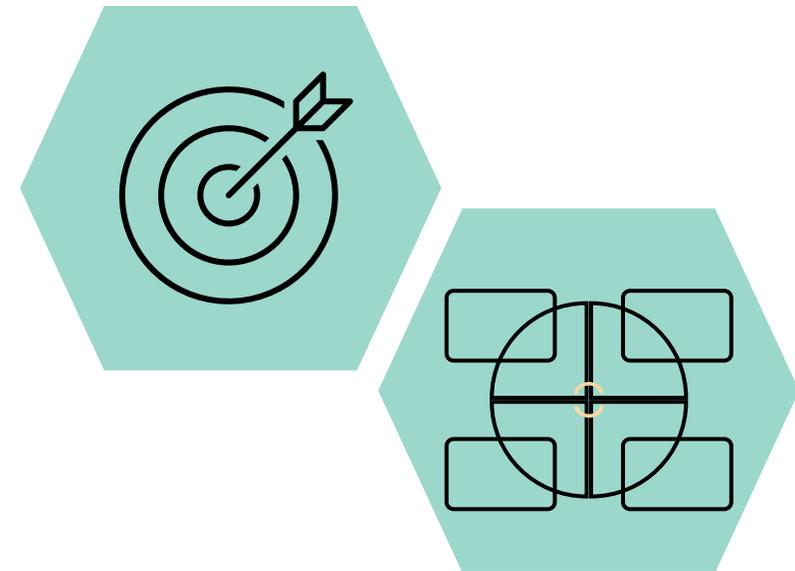
*What contributes to tenant satisfaction at a housing association in the field of repair maintenance and how can this be improved?*

## 1. Policy

- Clear goals on what and how to achieve

## 2. Organization

- Four phases and its factors



# **Discussion & Future research**

# INTERESTING TO SEE

**new success factors** emerged from the empirical research, such as extra service, translating survey results into action goals, or quick telephone service

**several factors** were **not mentioned in the interviews**, such as preventing damage, limiting and cleaning up the mess of the wearing of company clothes, only after these factors were shown. This showed that not all factors in the literature are also a success factor in practice

# SOME LIMITATIONS ARE

five case studies

Not sure if other housing associations will also lead to higher tenant satisfaction within repair maintenance

but

can **increase** the chance of tenant satisfaction

# FUTURE RESEARCH

expand by **conducting more case studies** on repair maintenance and tenant satisfaction at housing associations

**interviewing** several employees at the same housing association

**expand repair maintenance model** with success factors

# Thanks for your attention!

