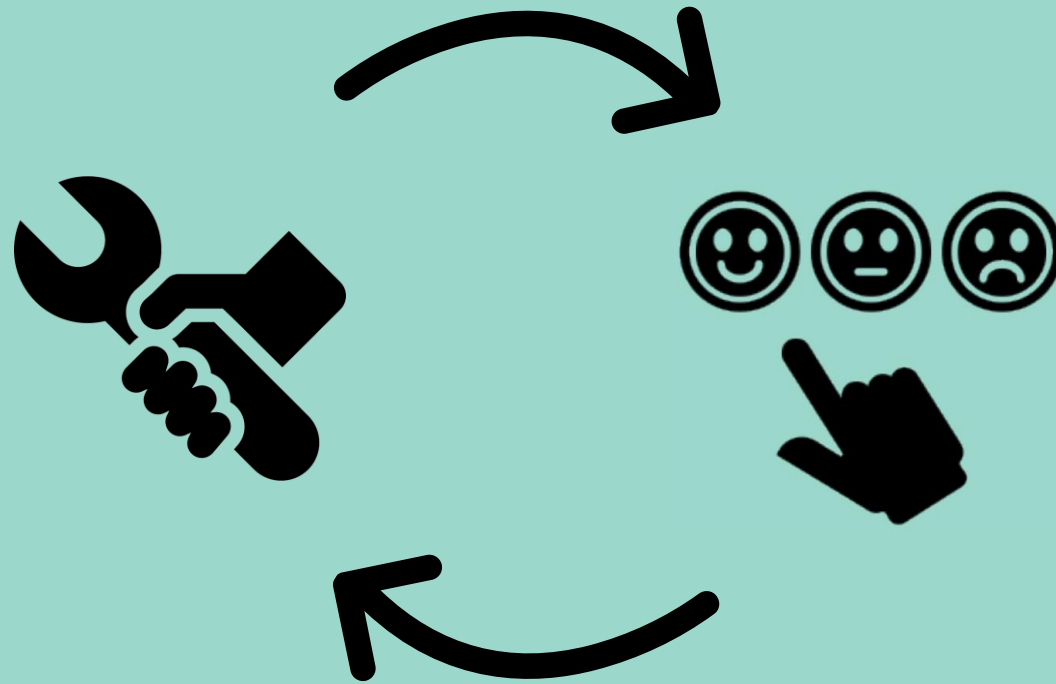


The repair maintenance cycle

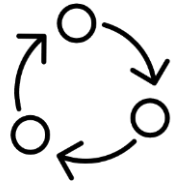


CONTENT



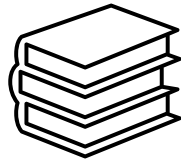
1.

Introduction



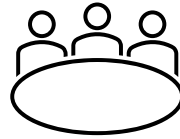
2.

Methodology



3.

Theory



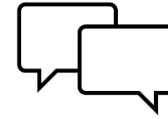
4.

Practice



5.

Conclusion



6.

Discussion



7.

Future
research

Introduction

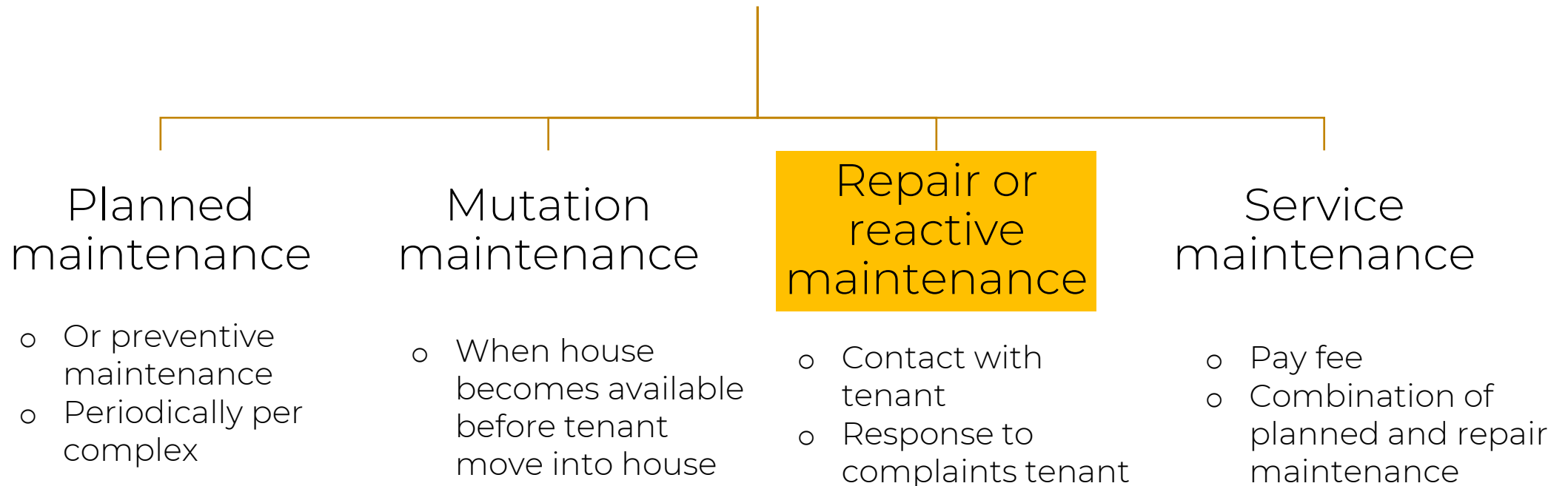
- Problem statement
- Research goal
- Research question(s)
- Conceptual model

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)

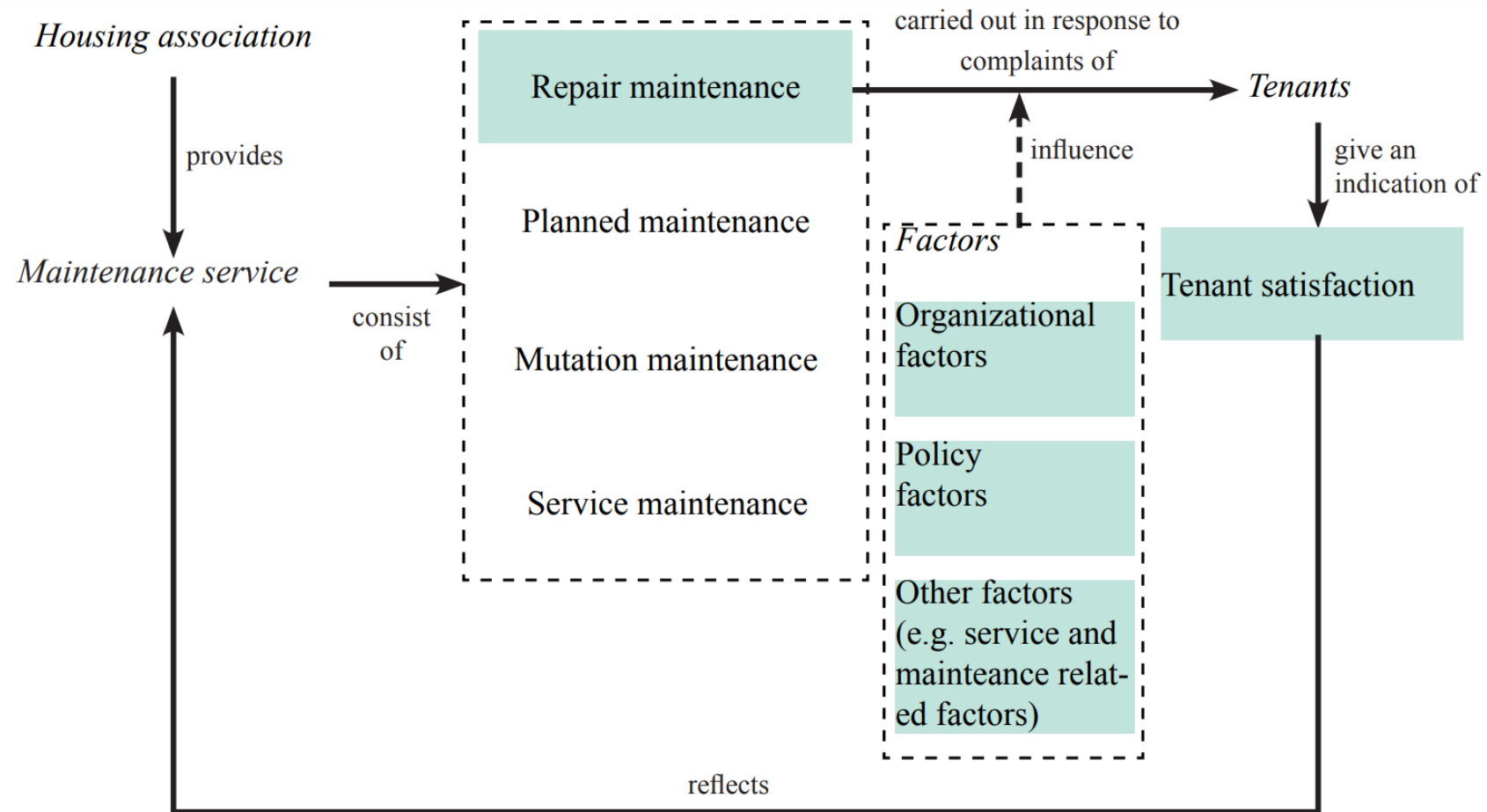
Main research question:

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?*

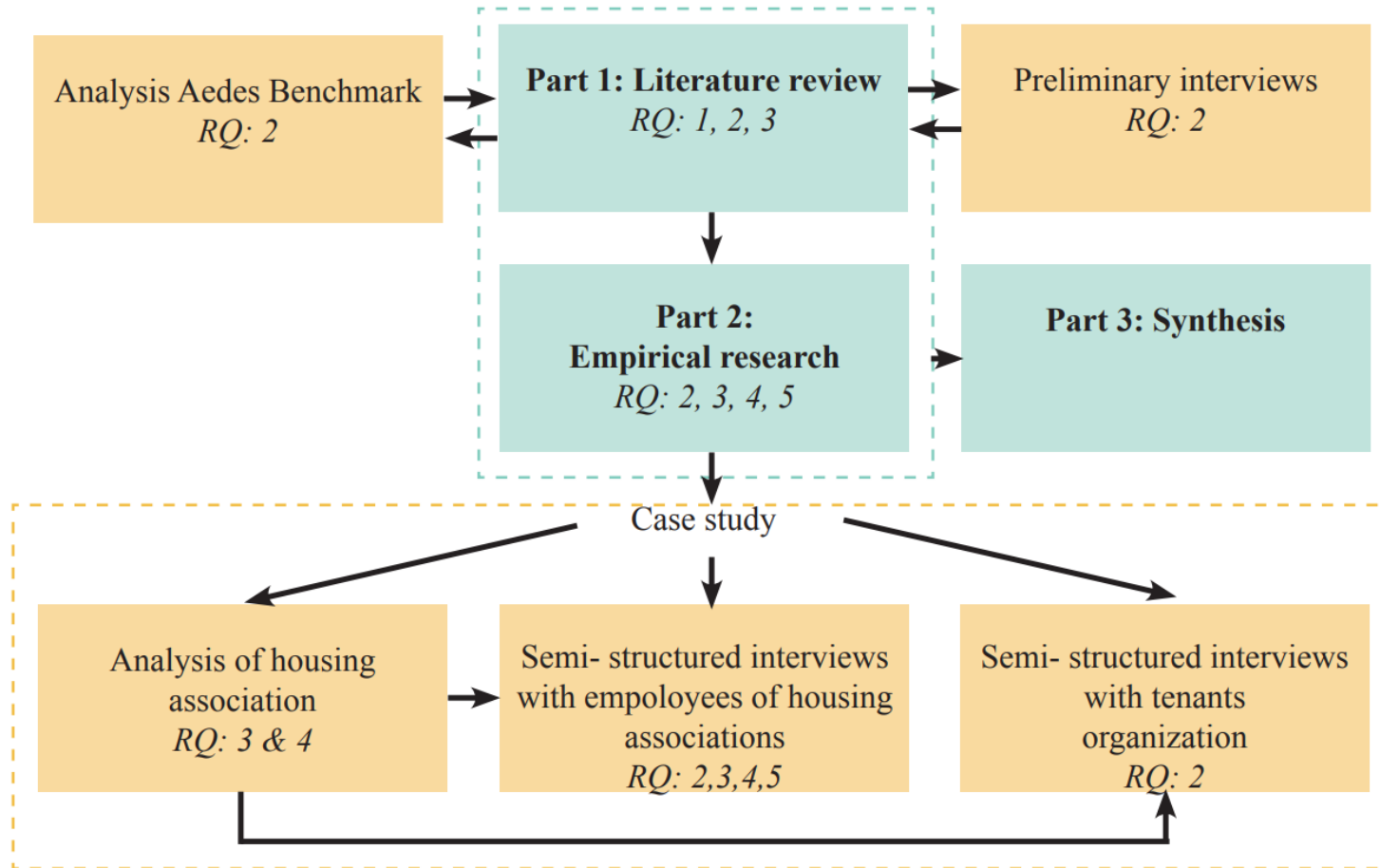
CONCEPTUAL MODEL



Methodology

- Research methods
- Research process

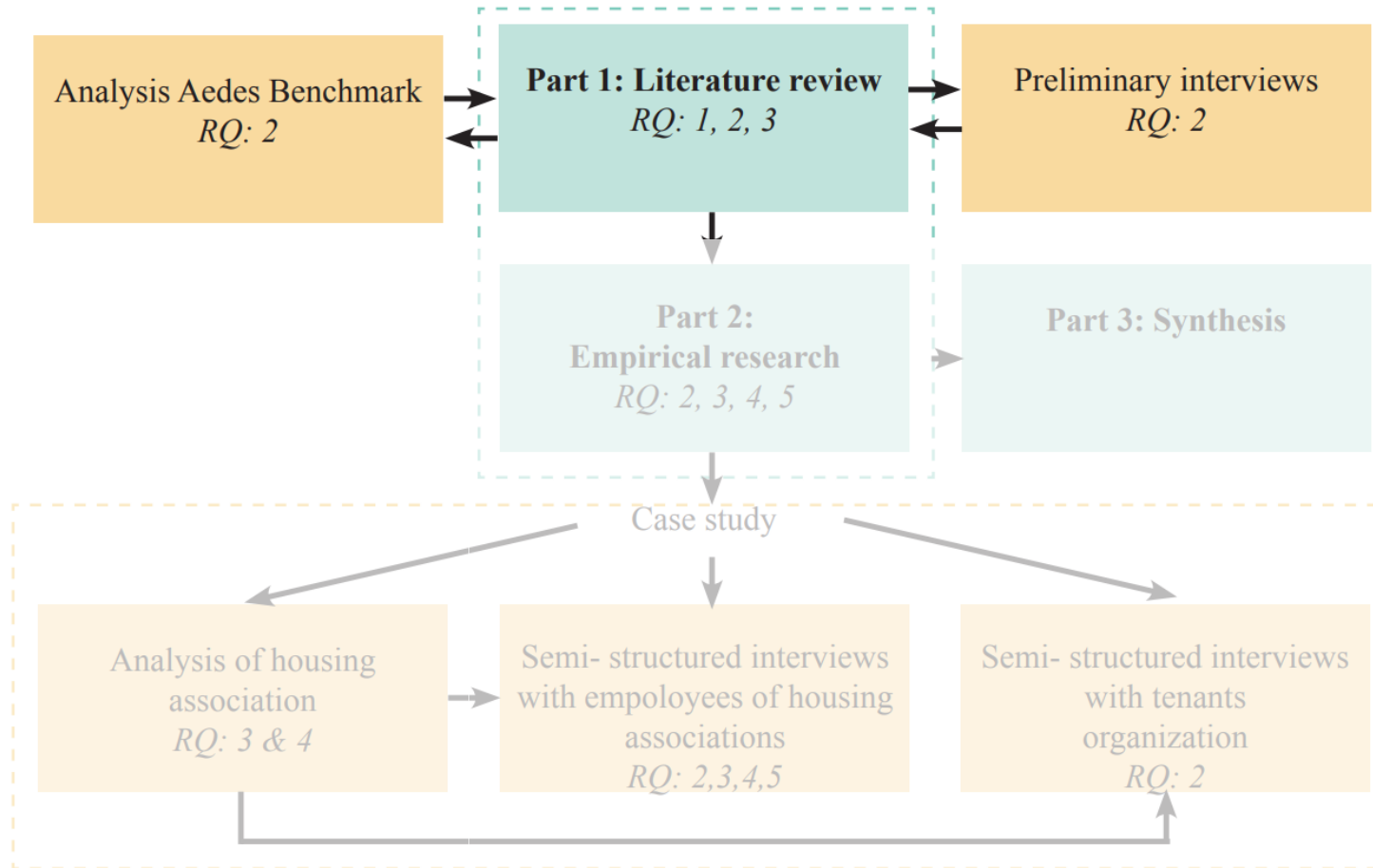
RESEARCH METHODS



Sub questions:

1. What is tenant satisfaction and repair maintenance?
2. Which factors contribute to tenant satisfaction regarding repair maintenance?
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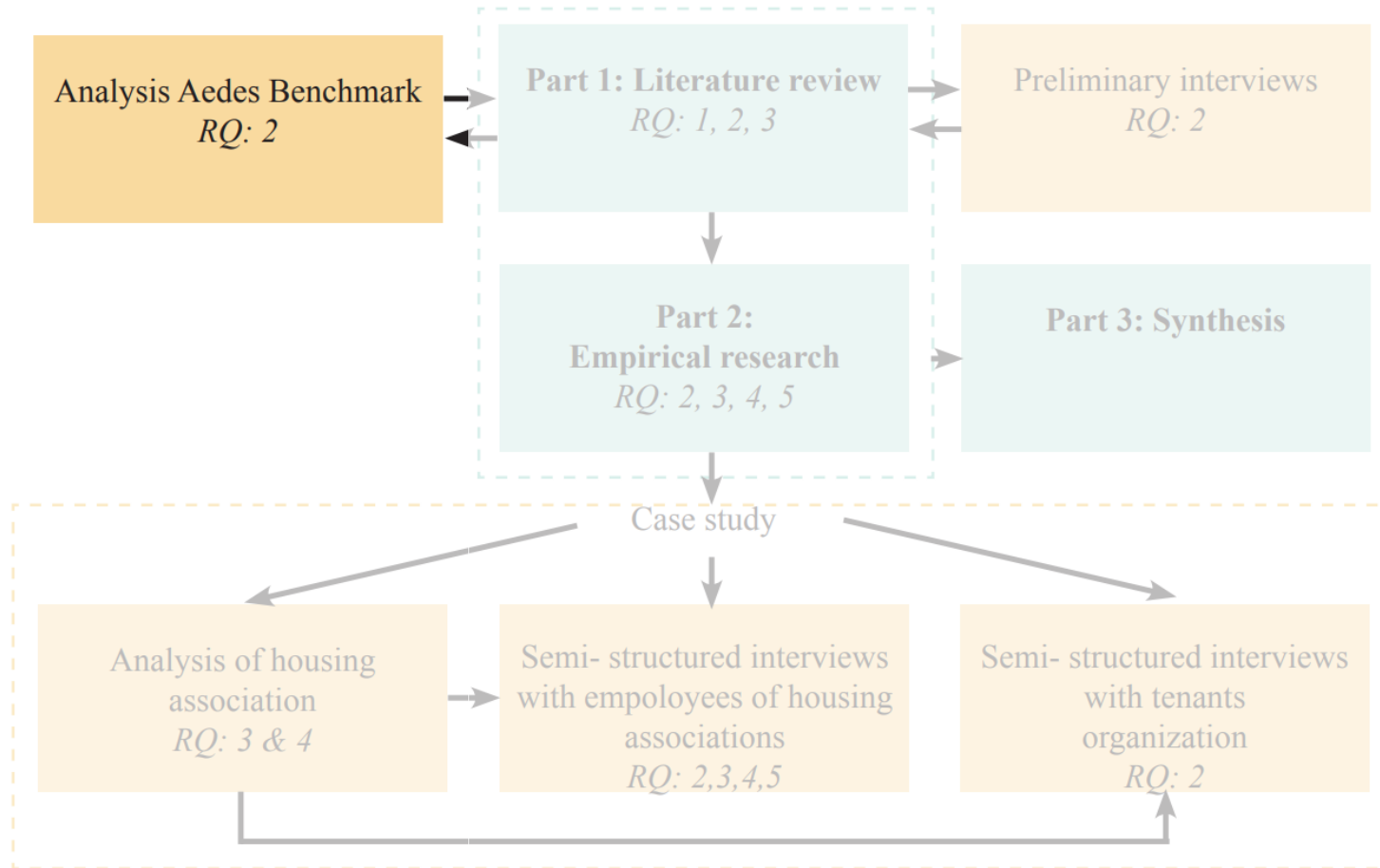
RESEARCH PROCESS



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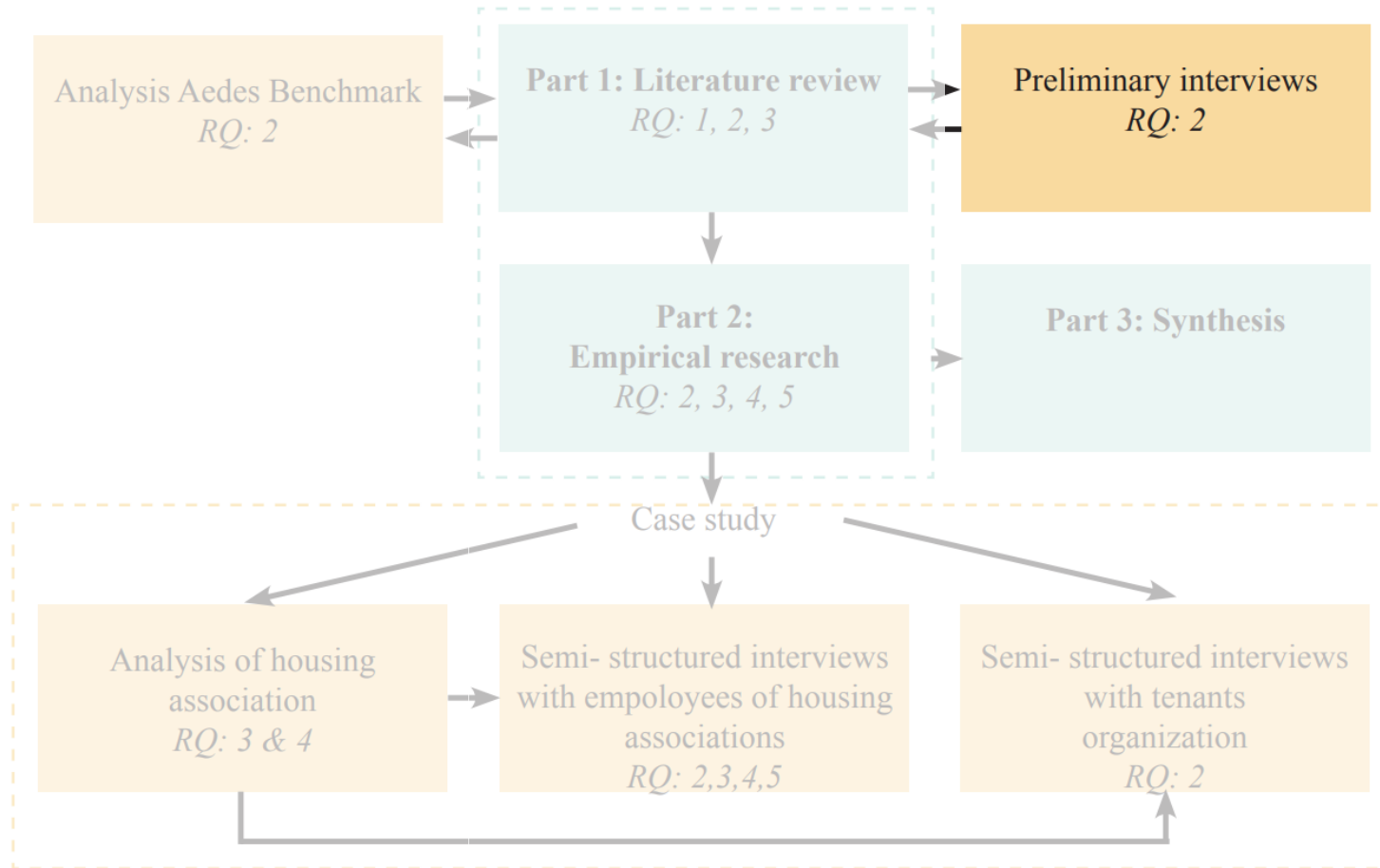
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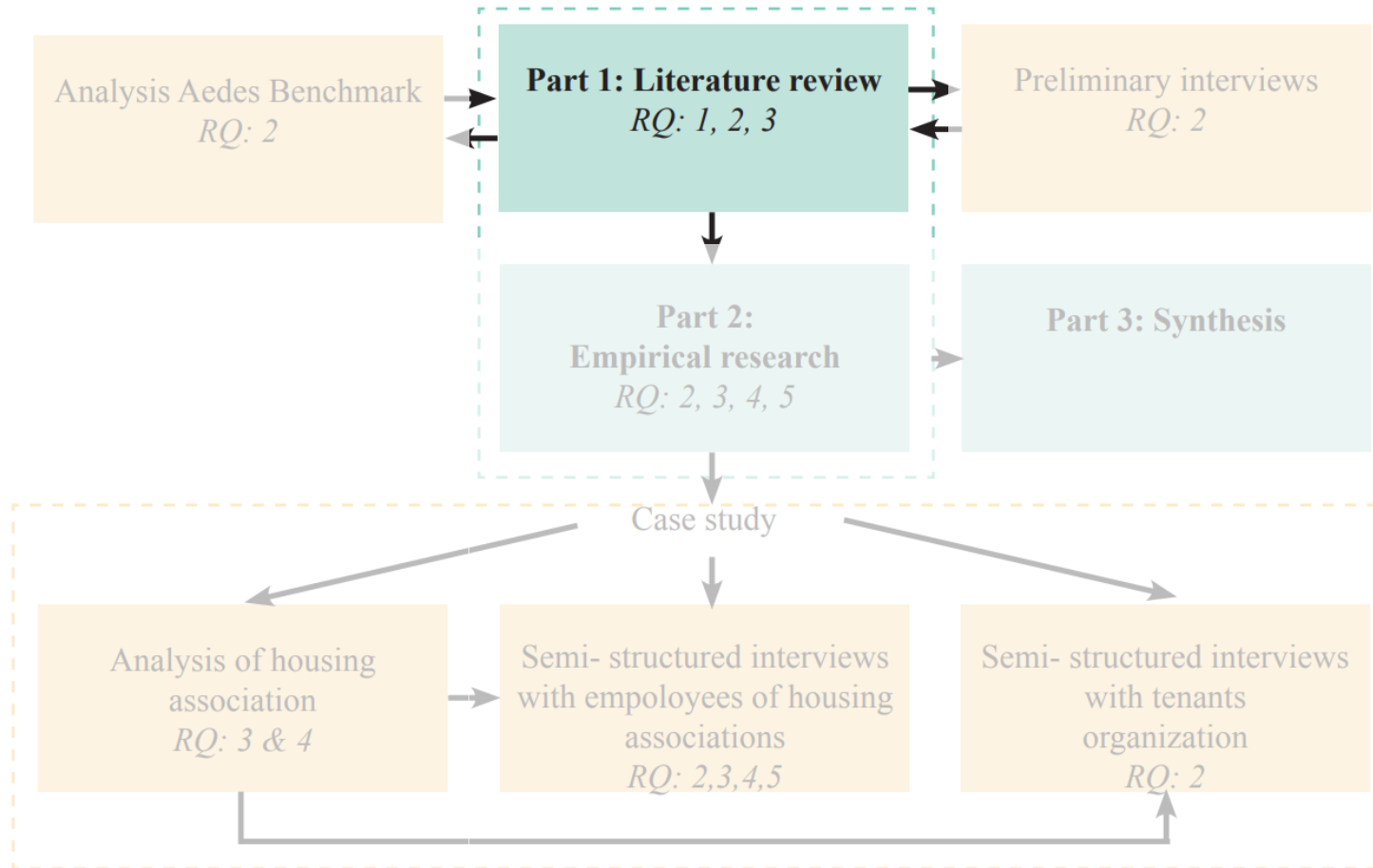
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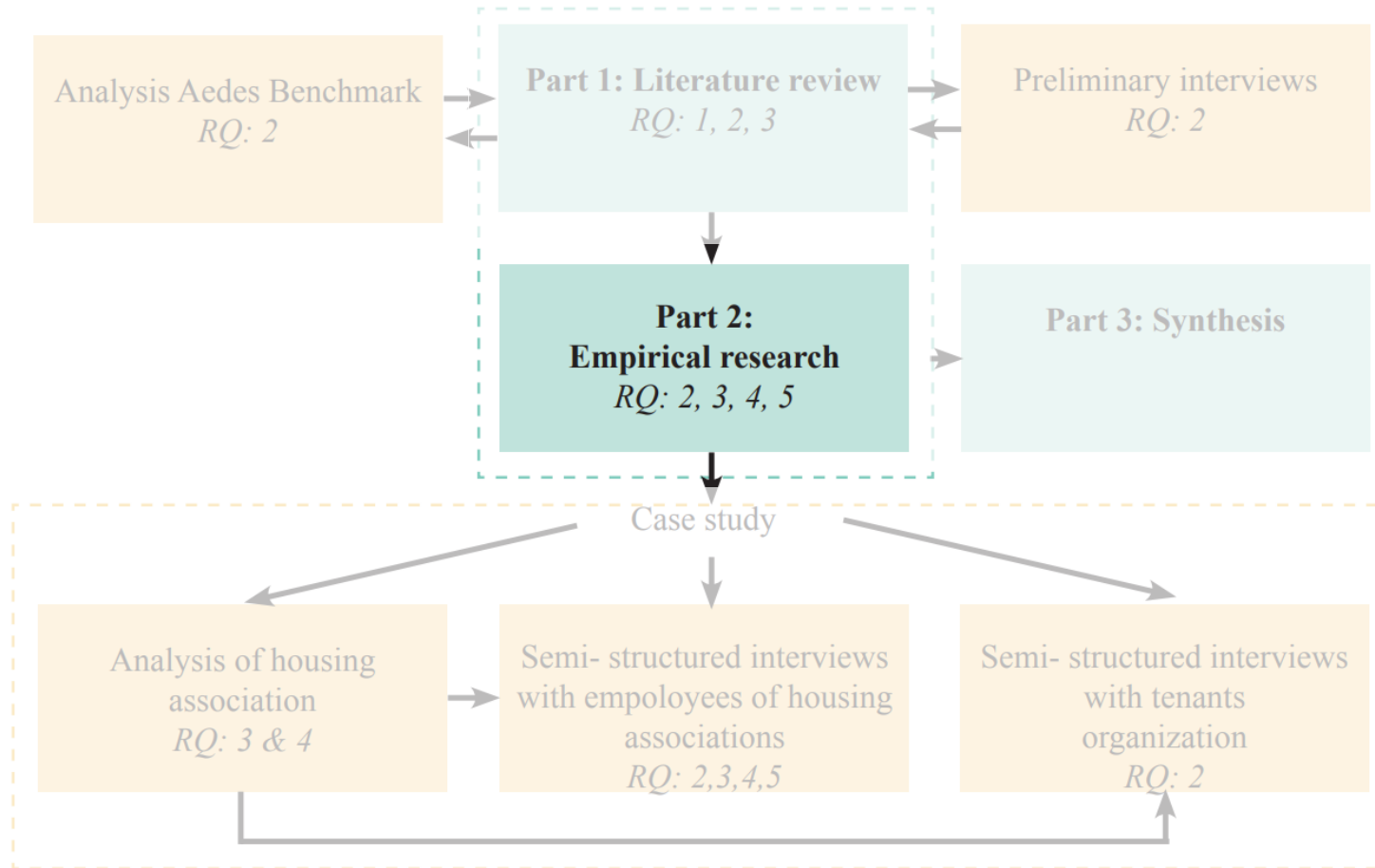
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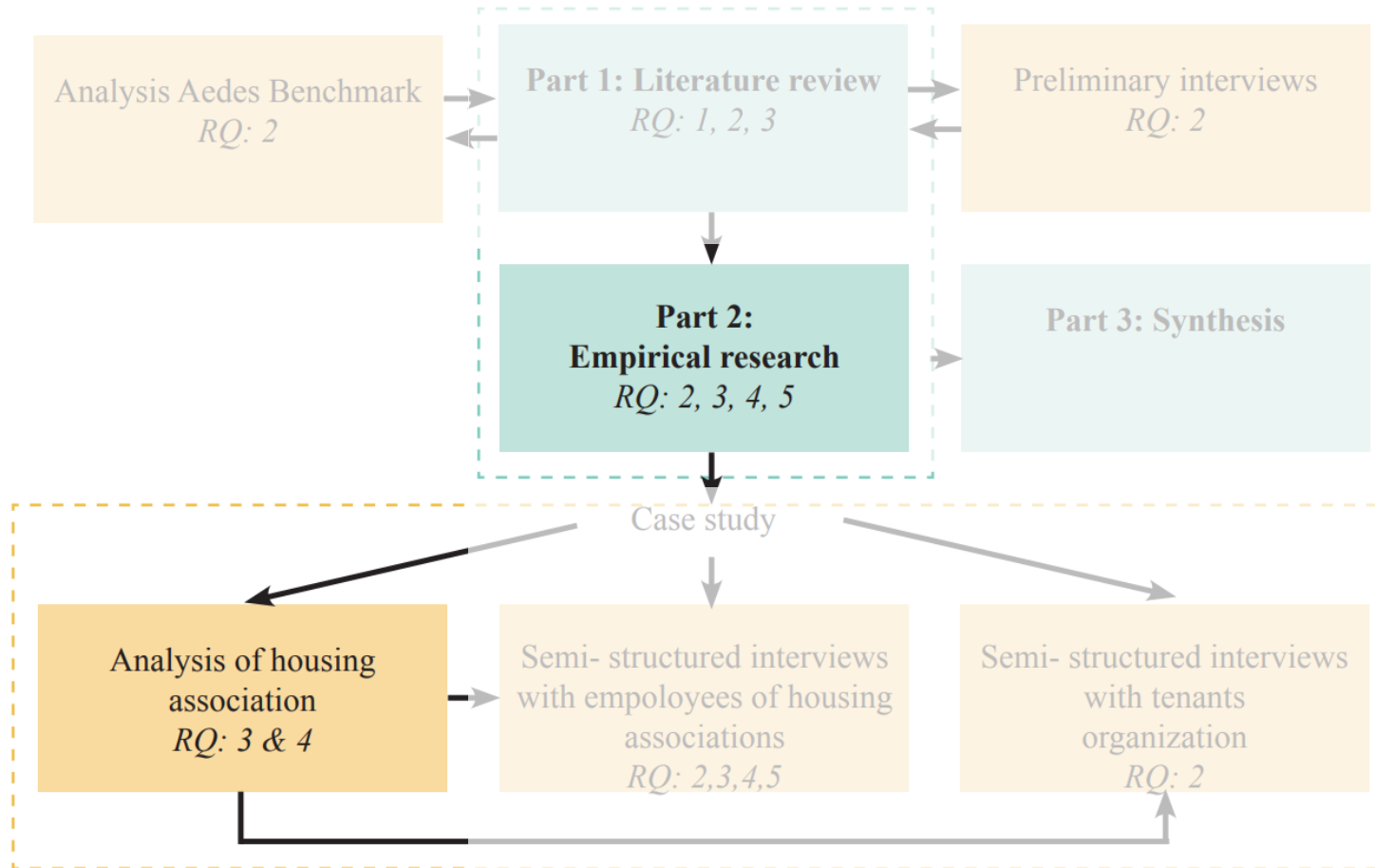
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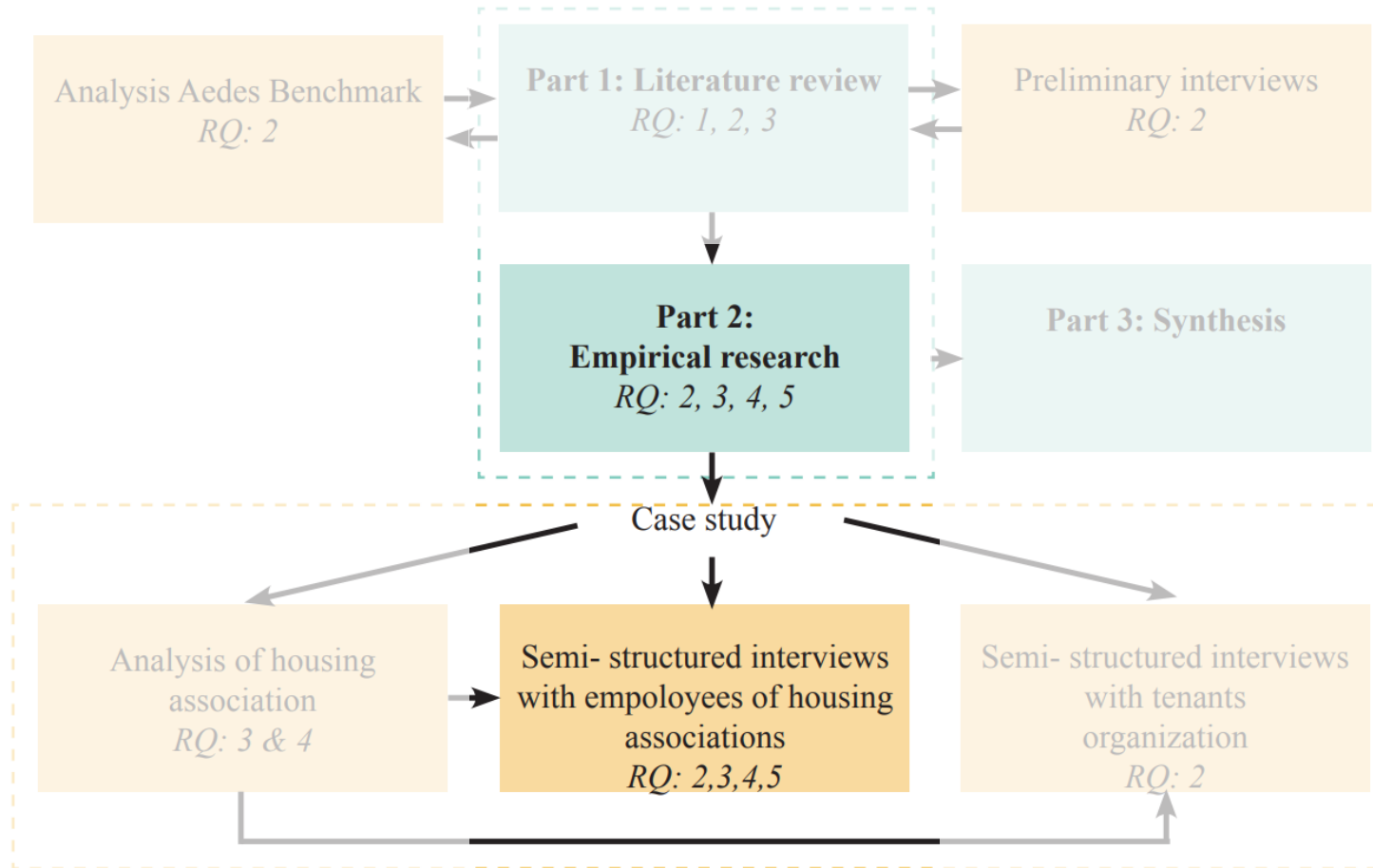
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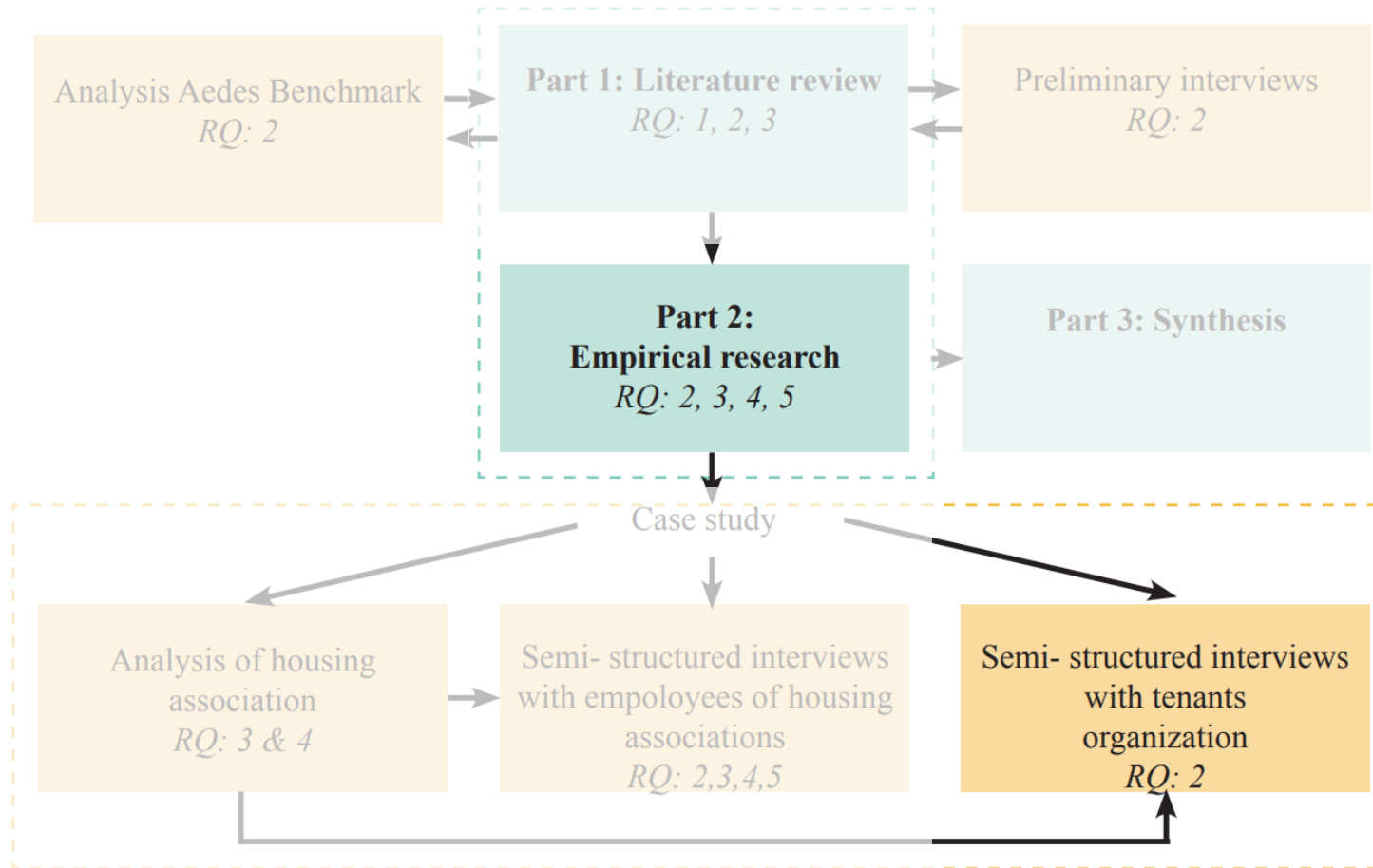
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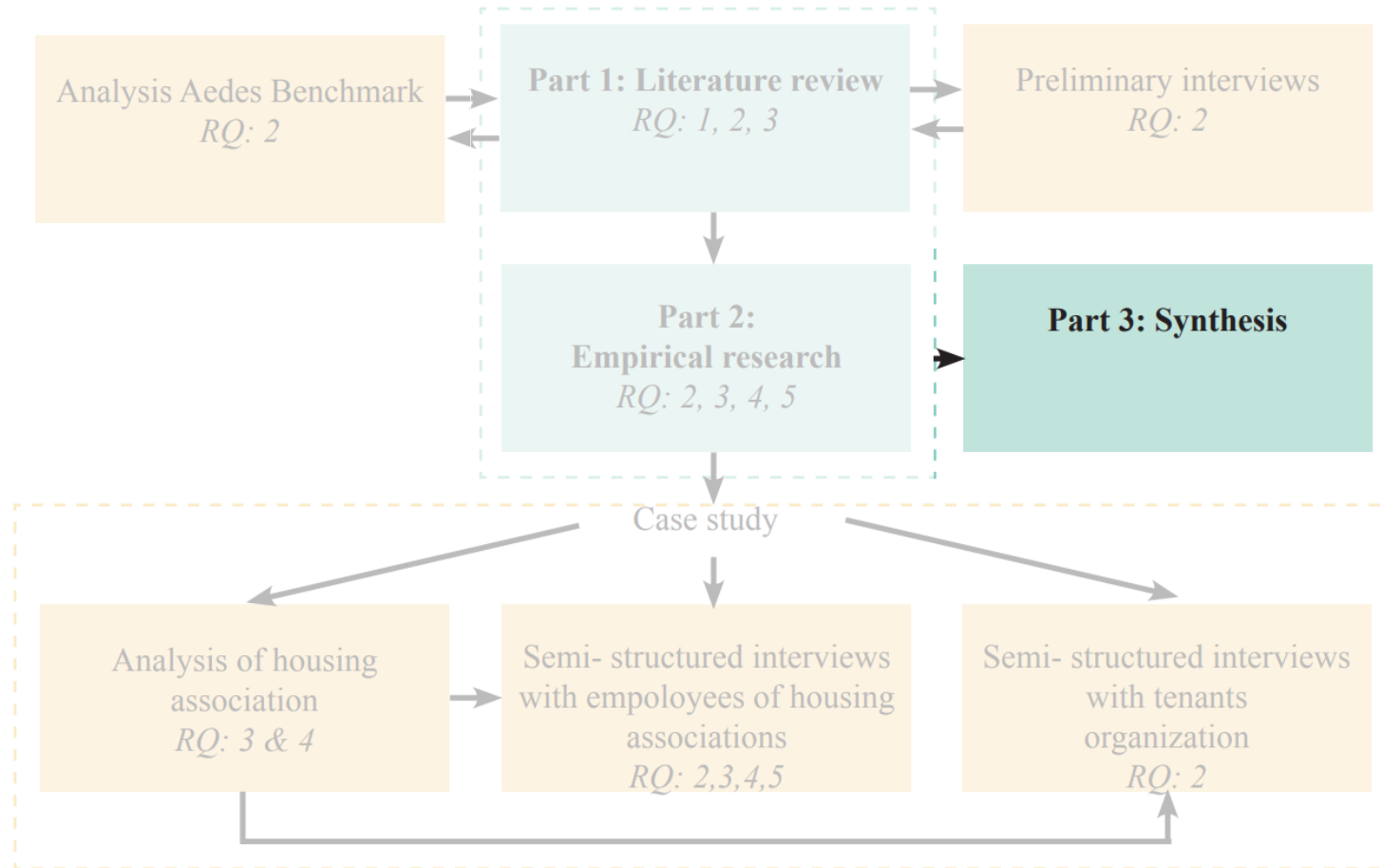
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Theory

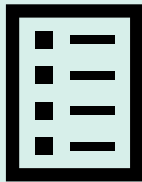
- Findings of literature review

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

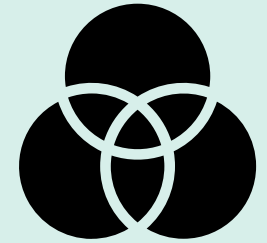
Surveys



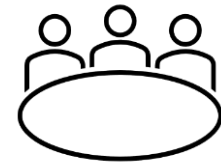
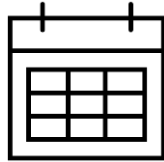
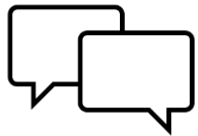
KWH rental
label



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

SUCCESSFACTORS 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



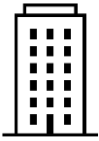
5 CASE STUDIES



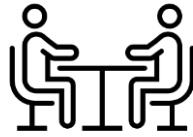
5 CASE STUDIES



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

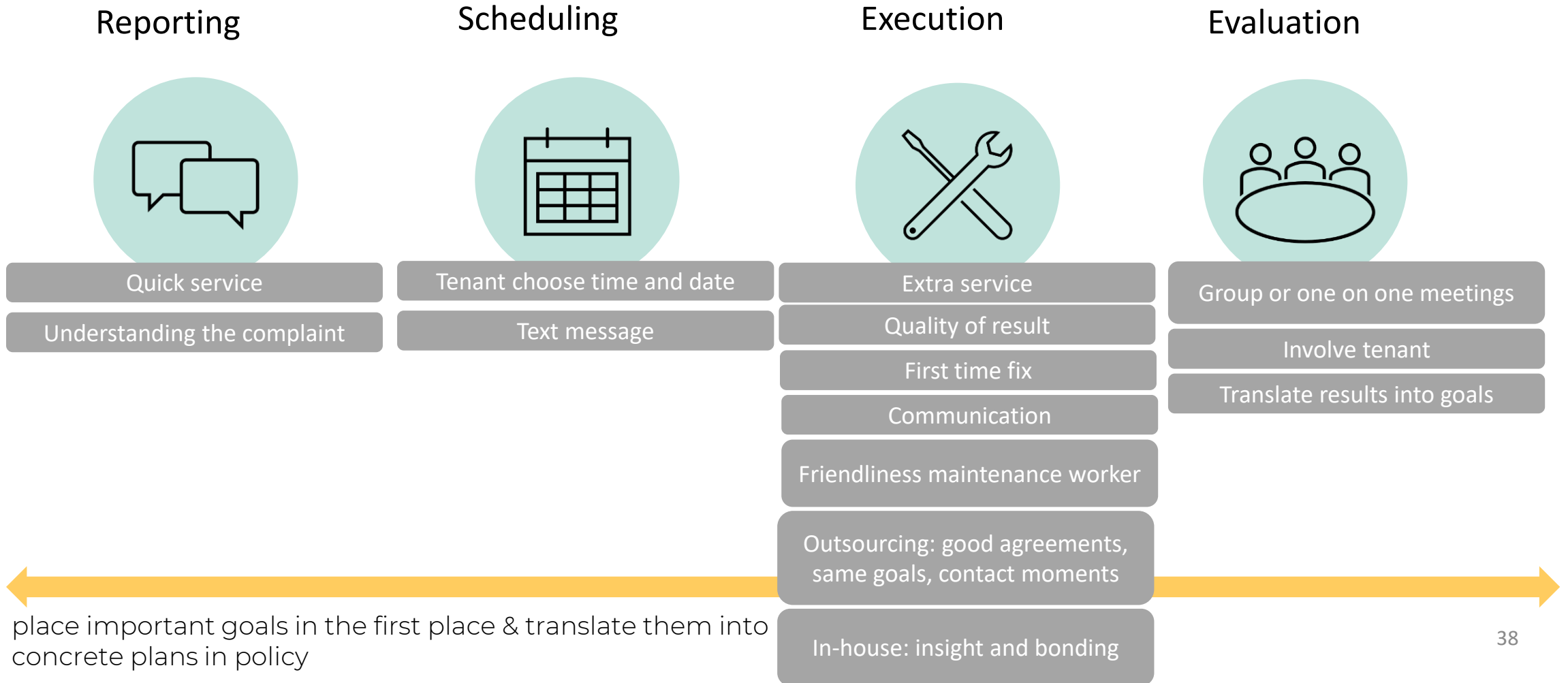


Group or one on one meetings

Involve tenant

Translate results into goals

FINDINGS: OVERVIEW



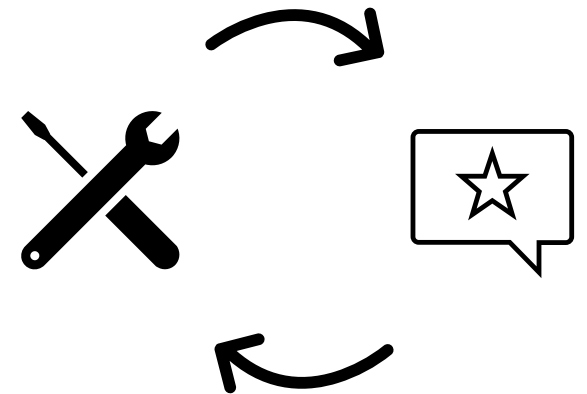
Conclusion

- 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



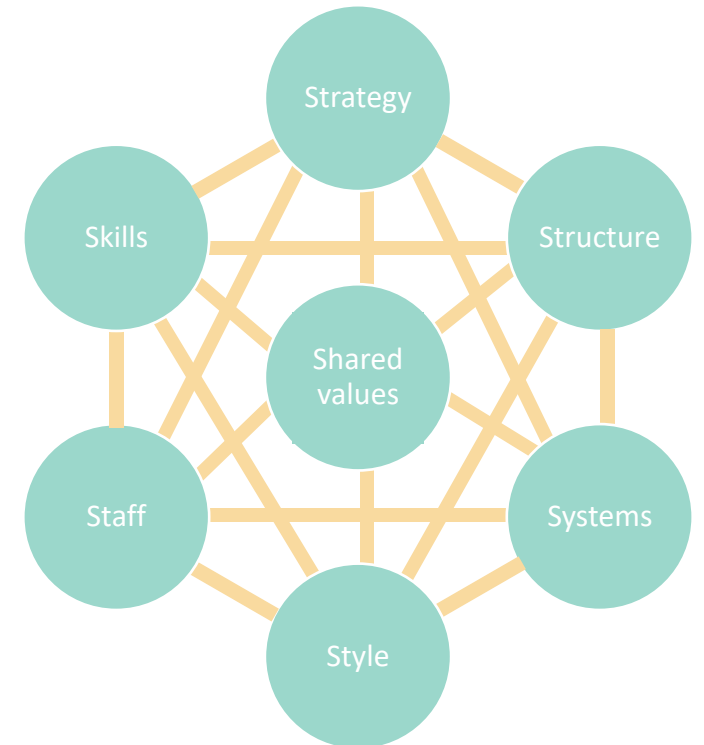
Evaluation



RESEARCH QUESTION 3

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

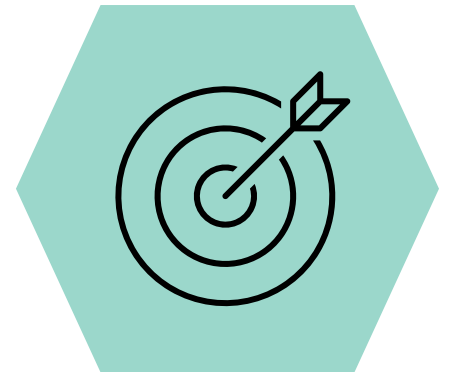
- Staff: technical and communicational skilled
- Skills: properly solving complain
- Style: continuously improve and monitor
- Shared values: unambiguous vision
- Structure: outsource (discuss expectations and evaluate), own (contact center and repair service)
- Strategy: customer- centric approach
-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



RESEARCH QUESTION 4

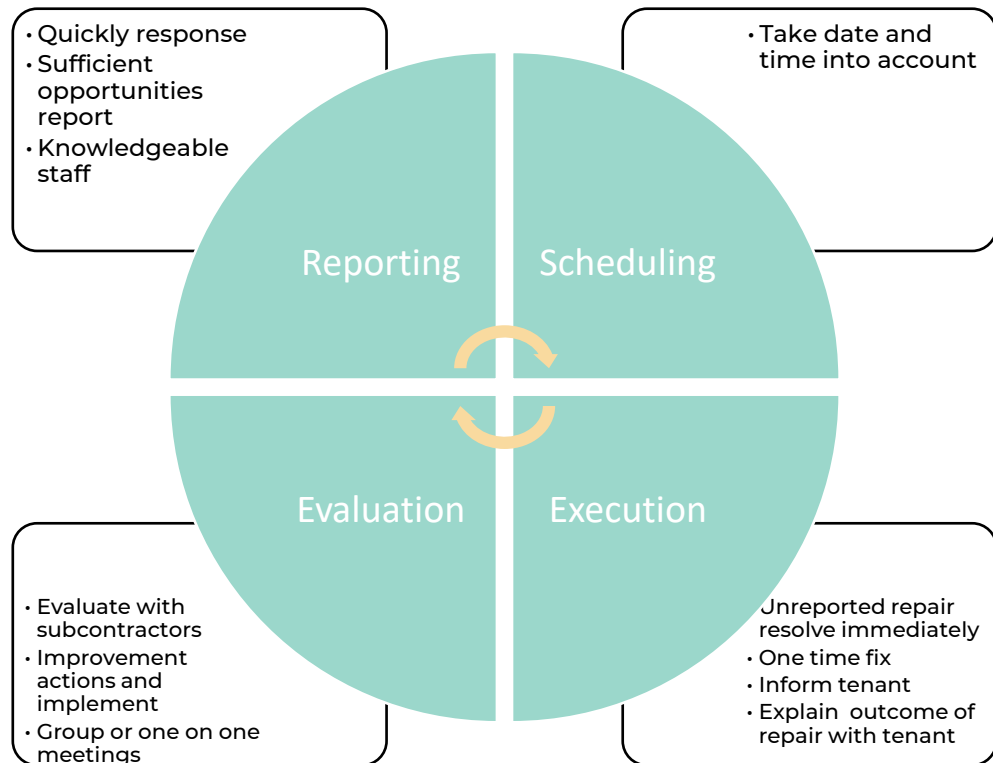
What role does the policy have on repair maintenance and tenant satisfaction?

- 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

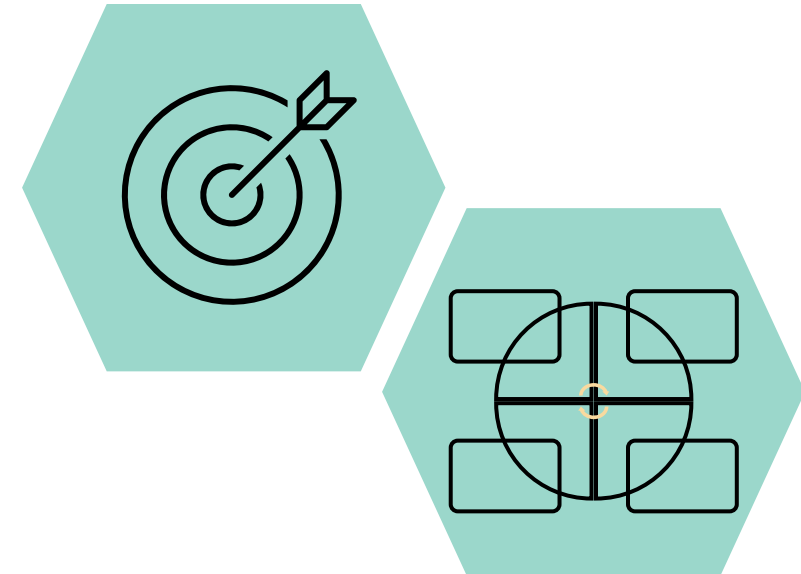
What contributes to tenant satisfaction at a housing association in the field of repair maintenance and how can this be improved?

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!

