Project Feedback as a tool for improving performance in construction

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Aim of the research project

1. Explore customer satisfaction in construction
   - RALA data (Construction Quality Association) approximately 850 projects)
2. Create common methods and models for measuring the project participants' perceptions of a project's success
3. Develop multifaceted feedback system to the need of Finnish construction industry
   - Further development of RALA´s (Construction Quality Association) existing feedback system
   - PROPAL is carried out by CEM Facility Services Research in co-operation with RALA and industrial partners.
   - The research is funded by Tekes (National Technology Agency of Finland) and several enterprises and confederations widely representing the Finnish construction industry.

- The project is scheduled to last from 09/2005 to 12/2006.
Background

- **Difficulties in measurement of customer satisfaction:**
  - complex nature of the construction process
  - changes in project organisation
  - the uniqueness of each project

- **Construction companies make customer surveys separately and their quality and exploitation is underdeveloped**
  - The utilization of the information been found to be sporadic and ineffective
  - Customer feedback is also mainly collected only late in the project

- **There is need to develop multiple customer feedback system:**
  - “Two-way” nature
  - During and after the project
  - Should be applied to whole supply chain

- **Customer feedback system is tool:**
  - For achieving successful co-operation during construction
  - For measuring the mutual performance of the project parties
  - For learning
Project feedback is a tool for learning and development.
RALA Feedback system (present operations model)

CLIENT FEEDBACK SYSTEM (www.rala.fi, mostly in finnish)

- The basis of the feedback system is the standard evaluation which is part of each project. In practise, the client (owner, or general contractor in the case of subcontracts) fills in a simple form (Web or paper) at project conclusion and delivers it to RALA. 22 Factors are evaluated on the scale 1 to 5 (worst to best)

- On RALA’s Web pages, the parties can rowse though information within limits of agreed access rights
- When a supplier’s feedback on some factors is more successful than that of the others, the success is notified in the enterprise-specific data

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Observations

- Each member have their own goals and have their own criteria for measuring success
- Each firm in the construction supply chain is both a customer and a supplier
  - the customer’s input has considerable implications on the outcome of the construction project
- Performance of each participant in the construction project coalition is interdependent
  - when evaluating co-operation between parties in the construction supply chain, it is essential to **exploit mutual feedback**
- Feedback system is tool for achieving successful co-operation during construction and for measuring the mutual performance of the project parties
Demands and objectives of the mutual project feedback system

- Open and generally accepted in the industry
- Feedback information must be comparable – *benchmarking*
- It has to make multifaceted comparisons possible and provide well-defined summary reports and analyses
- It needs to enable parties in the construction supply chain to give feedback to each other, both during the project and after the completion of the project
- User interface in the feedback system should be user-orientated and graphical -WEB-based technology
The CF-system is a tool for improving service quality and competitiveness.

Enables customers more sophisticated and diversified comparisons when preselecting partners in co-operation.

Improves knowledge of the dynamics of customer satisfaction and service quality in the construction supply chain.

Denotes areas in need of improvement in the whole branch of industry.

On the project level, helps to perceive black spots in the process.

Companies can position their performance on comparison with the competitors.

In the long run improves the image of the company and whole construction industry.
Feedback flows

- Customer
- Project consultant
- Architect & designers
- Subcontractor(s)
- General contractor
- Subsidiary contractor

Total 15 questionnaires, 160 questions
1. Confirming Feedback round

2. System sends invitation- and reminder messages to feedback givers

3. Feedback givers responds to questionnaires

4. Responds collects to feedback data

5. System sends invitation message for producing report in the last response time
1. **User** produces a report from the feedback round.

2. Feedback system produces reports to the recipients. System determines rights to read reports according to level of openness.

3. System sends user codes to recipients of the feedback by email.

4. Recipients of the feedback log in to the system to read reports.
Reporting at the project level

Project participants mutual feedback ”2-way nature”

During the project
Or
After the completion of the project

Static Feedback report for all project participants
Dynamic reporting tool (company level)

**Project feedback**
- Online dynamic reporting interface

**Benchmark measures:**
- Type of the project
- Nature of the project
- Contractual relationship
- Regional comparisons
- Total value of the project

**Users**
- Client
- Consultant
- Contractors
- Designers

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Multifunctional comparisons

- Means and variances in relation to comparison material
- Various graphs
Feedback execution plan determines feedback flows and schedules.

Enables collect feedback during the project and after completion of the project for all participants.
PROPAL-system sends feedback requests automatically

Enables multifaceted comparisons and benchmarking
The subject of learning:

- Project management
- Co-operation
- Personnel
- Goals achievement

Learning levels:

- Individual
- Project team
- Company
- Relationship

The subject of learning:

- Professional competence
- Internal Co-operation
- Organisational competence, Customer satisfaction
- Co-operation
Partners
Contact information

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