

STRATEGIC MANAGEMENT FOR CUSTOMER SATISFACTION WITHIN CONSTRUCTION PROJECTS (CASE STUDY OF ABDULLAH BUIDERS PROJECTS)

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Doi: 10.19044/el.p.v1no2a12 [URL:http://dx.doi.org/10.19044/el.p.v1no2a12](http://dx.doi.org/10.19044/el.p.v1no2a12)

Abstract

It has been evidently observed that Customer satisfaction has been a long lasting tool for success of the organization/company. In developed countries it has been taken on top priority before every project's initialing customer rate of return is evaluated and on contrary competition factor is also examined in order to provide every different facility with in construction project in the same region. In the region Sindh country Pakistan a company has endeavored its trusted name by providing practically customer satisfaction and sustaining on commitment made to customer by the slogan of can-do spirit. They have initiated and to somehow started this practice with in the region. However this research illustrates benefits of the strategic management for customer satisfaction by can-do spirit. Eventually there is a need to look around over the developing countries that how developing countries like Pakistan focusing over this issue and explore the potential role of strategic management which helps project manager to deliver successful project. The analysis outlines the incentives and barriers in implementing and delivering corporate social responsibility in with in construction projects. Research also seeks to recommend the application of strategic management for customer satisfaction to aid as a project management tool and deliver within construction projects of Pakistan on high priority.

Keywords: Strategic management, Project Management, Customer Satisfaction, Pakistan

Introduction

Customer satisfaction is one of the crucial elements in the construction industry, which is identified as the essential task in construction organization strategy. When good customer service is not in the organization then the dissatisfaction occurs of the client (customer) that leads client to the negative attitude towards the organization, uttering of bad reputation in the market for the organization. The construction organization to which I have access to and I know is Abdullah Group, this organization is well known construction organization where company has ensured and maintained its high standard in quality construction, timely delivery and customer satisfaction., the main stakeholder has given customers satisfaction one of the main criteria for well being of the organization as (Heng Li 2000) discussed that most construction organization is not responsive and flexible to the customer need in a strategic mode by finding their competitors they would thoroughly look upon the same strategies and operational initiatives.

Analysis of the business problem and Environment

This organization is located in Pakistan which is developing country yet, there many problem encounters to the mode and strategic planning of the customer satisfaction issues, where tangible system of old concepts is until in its position, where as this organization has given and managed their value, image and concept to the top level of organizational structure of the surrounding. Abdullah builder's vision is *"To evaluate the correct value of your dreams by providing premium housing and commercial places to our clients at par with international standard so as to provide benchmark quality standard and luxurious life style"*. According to the vision, organization is trying and striving hard to provide one of the best lifestyle to the customers and fulfil the needs of the customers but due to the environmental, economical and political issues the company is not boosting its potential to the smaller economical value customers. Customers always try to find out three most important components in construction organization for their satisfaction, which are like a cycle. However these three main components also plays vital role in any project from start to end, eventually these three things also modifies strategically the planning, designing and execution of the project of any construction organization.



For exploration of the performance and success of construction projects the criteria of time, cost, and quality is been used (Chan 2002). The above cycle represents core ideas of the customer satisfaction, which are very important to every customer and which are essential to the organization reputation, customer always wants delivery on time, if the organization is capable of delivering project on time then customer will be satisfied. Cost is also one of the important issue or factor in construction organization, where the rates are changing day by day which affects the total cost of the project, in relation to the construction projects there a variance cost is kept for the cost variation but finally customer wants most economical project not at that time but for sustainability point of view as well. However quality is such a factor where customer wants no compromise throughout the project quality remains constant of the top level where no any changes may occur that's the main finding of the customer satisfaction. Most of the construction organizations provides time, and cost but they cannot maintain the quality of the qualitative standard, where customer is encountered with dissatisfaction as (McColl-Kennedy 2001) discussed that customer is the vital source of the organization but when bad quality service encounters then customer is engaged in the activity of exiting or complaining against the organization, initially customer diverts way from the organization but if potentially the customer complaints and needs are satisfied without delay then it can turn dissatisfied customer in to satisfied customer.

Company's Approach

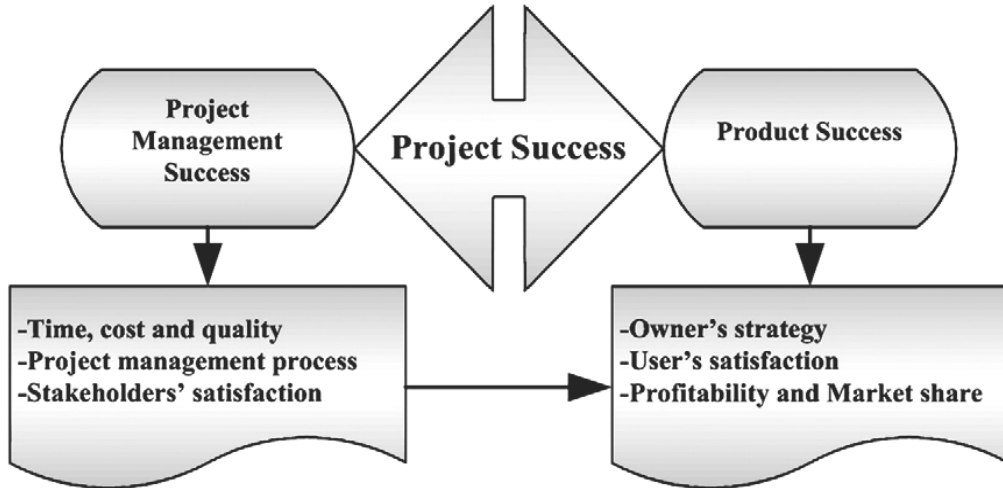
Abdullah group is strategically moving on the path of three dimensions which are discussed above, in which quality is one of the best

components in their visibility, however different problems have encountered in their way to customer satisfaction where the economic inflation is one of the biggest issues which has made trouble to give more comfort to their customers in the economic situation but as their strategies, goals, visions are strong enough so they come up with the solution by time framing of budget to their customers and satisfying their mission which is *“With passion, pride and speed, we actively communicate with our customers to deliver the dwelling and service that exceed their expectations. We consistently work to build communicate that accommodate every need and every lifestyle. With roots still firmly planted in Hyderabad. Abdullah Group retains the can-do, entrepreneurial spirit that characterizes life in Pakistan’s most remote regions”*. The Abdullah group is trying to evidently give a wonderful chance of optimizing luxury and comfort in the life their customer’s, their mission is to satisfy every need of customer to make their customer valuable for life time. They keep speedy strategies to their working environment, passion performance to their personalities working over the projects and provide pride to their customers. But to address these issues many problem are coming across in which political influences in also of the main importance, where every member of the assembly is trying to neglect these organization and make their own profit by advertising and pushing their own peoples up to the opposite of the well organized and structured groups of the area. There also been an environmental issue to the organization which has been a big hindrance to the company for CO₂ emission, waste management for life after the completion of the project.



The Abdullah group is providing almost to every project the facilities of a green solution to the social values of the customers such as parks, hospitals, restaurants, schools, sports and recreational area, gymnastic etc, etc. but main problem occurs where after the completion of the project no

one is found with any social responsibility in the society who may identify, manage and maintain these facilities provided, due to that a authorized social wings have captured these facilities and have dramatically pressed the rights of society to the surrounding under the soft hand of political parties. The organization is also dedicated to the corporate social responsibility in which education, health and welfare development are also key factors to be managed for the customer satisfaction, Their message of corporate social responsibility is *“Rotary is an international plate form which most of our employees caters to the Corporate Social Responsibility of Abdullah Group. It works towards the alleviation of poverty and primarily on education, health, and welfare development of the under-privilege of the society and also works towards the promoting environment-friendly practice in the country. Most of our senior management are prestigious members of the renowned organization who projects and identify relevant areas of concern which are then executed on the periodic basis”*. Towards the customer satisfaction Abdullah group is dedicated by their firm intention to evaluate the needs and wants of the customers but as the location of the company is in developing country where the technology and modern techniques are not introduced yet, where the organization is trying his level best to the approach the social values, social goals, and social facilities availability, there neither Action plan is introduced for sustainability, nor climate change bill or low carbon transition plans. (Burns 1986) identified (SIPA) simultaneous importance-performance analysis which evaluates the perceived price fairness, perceived product quality, and perceived service quality. However these three SIPA nominations can also give a satisfactory way to the customer satisfaction. If customer is not satisfied then it is failure of the project not the success of the project. (Baccarini 1999) has distinguished project success in to two factors as shown below first one is project management success where time cost and quality, the process of the project management and the stakeholders satisfaction is taken and on other hand product success is taken in which customers satisfaction, owners strategy and profitability and market shares are given.



(Heng Li 2000) argues that for mapping up organization's route to the competitive system an organization must follow up three things:

- *"It must quickly recognise changes in demand that could have an adverse impact on its operations (and conversely those that could yield positive impact)*
- *It must be flexible enough to respond to changes in customer needs and demands.*
- *It must understand its own capabilities relative to demand".*

(Nesan LJ, Holt GD 1999) developed impact for satisfaction of above goals that the organization needs to go on the way of changing their supplies and learning the ability to meet the demands of the customers. It is very important because it analysis outlines of the rational for its application in customer satisfaction approach. However customer satisfaction in such a complex industry is difficult but there have been plans applied in number of contexts as a means of ensuring that customer satisfaction objectives are planned, measured, and achievable in practice. (Love PED, Gunasekaran A. 1997) also observed that construction industry is increasingly structured complex and competitive industry which does not comply with one attitude of inter-organizational relations. but there different types of the workers involved in one industry from head to tail to justify the customer need it is very difficult to cope the demands of customers but fortunately the construction organizations are giving full flavour to the theories and answered a closer business relationships proposed (Wood DJ, Gray B. 1991). There must be strategic alliance for customer satisfaction and sustainability strive (Hampson K, Kwok T. 1996). Perhaps strategic alliance would be privilege for the organization to endeavour its depth of knowledge for the customers' demands and satisfaction and achieve long term advantage (Porter M. 1985).



The construction organization on the whole portrays a positive view of customer's satisfaction with their ethics, loyalty, integrity, and leadership. Organizations are trying to find out the a way out to develop new and emerging scenario for the positive feedback of the customers but are not looking beside that what are the root causes and facts in our organization that our customers are not satisfied. They are just trying to evaluate new ways for making more profit and more reasonable income but are not interested to look upon the customer needs and demands because they forgot that their economic and profit chart will be the outlet of the customer satisfaction. The more you satisfy the customer the more profit will be preserved.

Conclusion

The importance of customer satisfaction to the world economy is self evident. Customer satisfaction is one of the most important task in any project. Modern days customer's projects have become increasingly demanding in terms of time, cost, and quality, therefore it has become imperative for the organization to have excellent grip over the needs and demands of the customers and have perfect planning skills to capture the customer for long-term. "Failing to customer satisfaction is failing to project". This one sentence summarizes the importance of customer satisfaction with in construction organization.

The reputation of organization in the eyes of customers has made this job easy for them to relate, encounter and alliance the relationship with organization and if any where customer is finding unsatisfactory status there customer try to exit and starts complaining against the construction organization. (Heng Li 2000) has perfectly said "*Construction organisations*

can not employ yesterday's business philosophies today, if they wish to remain in business tomorrow."

To summarize the benefits of customer satisfaction using different techniques, it can be claimed that more efficient layout of activities and resources can be made, beside achieving a good organization goal and tedious task of customer classification and satisfaction just a few step closer to the success of the organization.

Eventually by the strategies targets and initiatives of Abdullah group have presented and easy and approachable tool for managing customer facilitation and satisfaction called success plan and as it has been justified above that this tool has potential to achieve targets of Construction projects. By utilizing and managing this type of strategies, goals or objectives or tools we can make our construction industry more sustainable and we can move on the path of successful development.

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