

**DEVELOPING A FRAMEWORK FOR FACILITIES
MANAGEMENT SUPPLY CHAIN PERFORMANCE
EVALUATION IN HOTELS**

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Further, I acknowledge the intellectual contribution of my research supervisors Dr. Y. G. Sandanayake and Dr. Thanuja Ramachandra for the successful completion of this research thesis. I affirm that I will not make any publication from this research without the names of my research supervisors as contributing authors unless otherwise I have obtained written consent from my research supervisors.

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ABSTRACT

Facilities Management Supply Chain (FMSC) encompasses multi-disciplinary activities, and thus have extensive requirement for multiple party interactions. Moreover, FMSC is characterised with complexities due to the network structure, availability of conflicting relationships and involvement of multiple parties resulting in deprived performance levels. Performance measurement and Performance Measurement System (PMS) have been endorsed by many researches worldwide as a mechanism to upsurge supply chain performance levels by evaluating performance and determining future courses of actions. However, performance measurement and metrics pertaining to FMSC have not received adequate attention from researchers or practitioners of Facilities Management (FM). This research therefore, sets out to develop a PMS to evaluate FMSC performance in hotels.

The study primarily carried out an extensive literature review. Subsequently, under qualitative approach and case study strategy, data was collected through document review and 21 semi-structured interviews in three (03) case studies of five-star hotels in Sri Lanka. The collected data were analysed using manual code base content analysis and QSR N-Vivo 10 Software. The study initially conducted an in-depth investigation to determine the nature of FMSC and revealed that FMSC comprises upstream, mid-stream and downstream processes and activities carried out by internal and external parties together with bidirectional information, product and finance flow and unidirectional service flow. The seven (07) key FMSC processes identified by the study were delivery of product by suppliers, delivery of services by service providers, sourcing, make/ fulfil, delivery of FM services and products, receipt of FM services and receipt of products by customers. Empirical findings revealed that FMSC undergoes several challenges faced mainly from supplier, internal and customer perspectives. Lack of reliable suppliers, lack of information and inconsistent quality from supplier's end formed the top most challenges in FMSC. These challenges possess threats on FMSC performance in short term and long term. Hence, the necessity of monitoring and evaluating FMSC performance through a systematic PMS is indispensable. Therefore, based on the derived FMSC process and key activities, 38 key performance indicators were developed for all seven (07) key sub-processes. By integrating the key performance indicators, the overall performance measurement system for FMSC was developed to improve cooperation among FMSC partners, to raise FMSC integration and finally to pursuit FMSC excellence through FMSC performance monitoring, evaluation and feedback. The developed Framework was validated by three (03) subject matter experts in hotel industry. The FMSC performance measurement system developed by this study would assist FM practitioners to contribute towards overall hotel performance by ensuring both internal and external customer satisfaction

Key Words: *Facilities Management Supply Chain, Performance Measurement System, Facilities Management Supply Chain Performance Measurement System*

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TABLE OF CONTENTS

ABSTRACT.....	ii
ACKNOWLEDGEMENT	iii
LIST OF FIGURES	vii
LIST OF TABLES	viii
ABBREVIATIONS	ix
1 INTRODUCTION	1
1.1 Background	1
1.2 Research Problem	4
1.3 Aim and Objectives.....	5
1.4 Research Methodology	6
1.5 Scope and Limitations.....	6
1.6 Chapter Breakdown	6
1.7 Chapter Summary	7
2 LITERATURE REVIEW	8
2.1 Introduction.....	8
2.2 Facilities Management	8
2.3 Facilities Management Functions	9
2.4 Supply Chain in Hotels	11
2.4.1 Relationships in Supply Chain.....	12
2.4.2 Supply Chain Process	13
2.5 Supply Chain Management Concept	16
2.6 Introduction to Performance Measurement.....	17
2.7 Introduction to Performance Measurement System.....	19
2.7.1 Evolution of Performance Measurement Systems	20
2.7.2 Performance Measurement Systems	21
2.8 Facilities Management Supply Chain Management	25
2.9 Supply Chain Performance Measurement Systems	27
2.9.1 Supply Chain Performance Measurement Frameworks.....	29
2.9.2 Supply Chain Process Based Performance Measurement Systems for Supply Chain Performance Measurement	31

2.9.3	Requirements in Forming Supply Chain Performance Measurement Systems	34
2.10	Importance of Facilities Management Supply Chain Performance Measurement Systems	35
2.11	Conceptual Framework	37
2.12	Summary	38
3	RESEARCH METHODOLOGY	39
3.1	Introduction	39
3.2	Research Process	39
3.3	Background and Problem Identification	40
3.3.1	Literature Survey	40
3.3.2	Research Approach	40
3.3.3	Research Strategy	41
3.3.4	Data Collection Techniques	43
3.3.5	Data Analysis Technique	44
3.3.6	Expert Validation	44
3.4	Summary	44
4	DATA ANALYSIS AND DISCUSSION	45
4.1	Introduction	45
4.2	Case Study Profile	45
4.2.1	Interviews	46
4.2.2	Documents Reviewed	49
4.3	Research Findings	49
4.3.1	Activities, Participants, Flows and Relationships in Facilities Management Supply Chain	50
4.3.2	Facilities Management Supply Chain in Hotels	60
4.3.3	Facilities Management Supply Chain Process	62
4.3.4	Challenges in Facilities Management Supply Chain	66
4.3.5	Impact of Challenges on Facilities Management Supply Chain Performance	68
4.3.6	Current Performance Measurement Systems Used in Hotels to Measure Facilities Management Supply Chain Performance	69

4.3.7	Key Performance Indicators to Measure Facilities Management Supply Chain Performance in Hotels.....	72
4.3.8	Validation of Facilities Management Supply Chain Performance Measurement System.....	75
4.3.9	Performance Measurement System of Facilities Management Supply Chain.....	77
4.4	Discussion of the Research Findings	79
4.5	Summary	82
5	CONCLUSIONS AND RECOMMENDATIONS.....	83
5.1	Introduction.....	83
5.2	Conclusions.....	83
5.3	Contribution to Knowledge.....	86
5.4	Limitations of the Study.....	86
5.5	Recommendations for Industry Practitioners.....	87
5.6	Recommendations for Academic Research	87
	REFERENCES	88
	APPENDIX A- Semi-Structured Data Collection Instrument.....	106
	APPENDIX B- Interview Transcript	109

LIST OF FIGURES

Figure 1.1: Chapter Breakdown	7
Figure 2.1: Hotel Supply Chain	11
Figure 2.2: Categories of Supply Chain.....	12
Figure 2.3: SCOR Model	13
Figure 2.4: Service Supply Chain Process	15
Figure 2.5: SCOR Model Based PMS	31
Figure 2.6: Conceptual Framework	37
Figure 3.1: Research Process	39
Figure 3.2: Case Study Design.....	43
Figure 4.1: Demographic Profile of Respondents Based on the Involved Functions	48
Figure 4.2: Demographic Profile of Respondents Based on Experience.....	49
Figure 4.3: Facilities Management Supply Chain of Hotels.....	61
Figure 4.4: Facilities Management Supply Chain Process	63
Figure 4.5: Challenges in Facilities Management Supply Chain.....	68
Figure 4.6: Facilities Management Supply Chain PMS.....	78

LIST OF TABLES

Table 2.1: Definitions on Performance Measurement	18
Table 2.2: Definitions on Performance Measurement System	19
Table 2.3: Supply Chain PMS Using SCOR Model	32
Table 2.4: Service Supply Chain Performance Indicators	33
Table 4.1: Case Study Profile	45
Table 4.2: Profile of Interviewees	46
Table 4.3: Documents Reviewed	49
Table 4.4: Upstream Activities, Participants and Flows	52
Table 4.5: Mid-stream Activities, Participants and Flows	57
Table 4.6: Downstream Activities, Participants, Flows and Relationships	59
Table 4.7: Information, Product, Finance and Service Flow of Facilities Management Supply Chain	60
Table 4.8: Facilities Management Supply Chain Process and Activities	62
Table 4.9: Facilities Management Supply Chain KPIs	72
Table 4.10: Profile of Subject Matter Experts	76

ABBREVIATIONS

BEM	Business Excellence Model
BIFM	British Institute of Facilities Management
BOI	Board of Investment
BSC	Balance Score Card
CSCMP	Council of Supply Chain Management Professionals
FM	Facilities Management
FMSC	Facilities Management Supply Chain
IFC	International Finance Corporation
IFMA	International Facility Management Association
KPI	Key Performance Indicator
PMQ	Performance Measurement Questionnaire
PMS	Performance Measurement Systems
SC	Supply Chain
SCM	Supply Chain Management
SCOR	Supply Chain Performance References
SMART	Strategic Measurement Analysis and Reporting Technique