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1. Executive Summary

Customer experience has become an increasingly important source of competitive advantage within the construction industry. Whilst organisations have traditionally focused on project delivery, cost management, and programme performance, customer expectations now extend beyond the finished product to include communication, responsiveness, quality management, and ongoing relationship development throughout the customer lifecycle.

This report critically analysed the customer experience within a residential construction environment, examining the customer lifecycle from acquisition through to project completion and aftercare. The analysis explored customer experience theory, customer value creation, customer relationship management (CRM), quality processes, customer segmentation, customer centrality, and customer value measurement. Academic theories and models were applied to workplace practices to evaluate how customer value is created and maintained throughout the project lifecycle.

The findings indicate that customer experience is influenced by a series of interconnected interactions rather than a single event. Effective communication, relationship management, quality assurance processes, and expectation management were identified as significant contributors to customer satisfaction and loyalty. The report also highlighted the importance of quality systems and controls, including inspections, snagging procedures, quality audits, and defect management processes, in supporting customer value and reducing dissatisfaction.

The analysis demonstrated that strong customer relationships can provide significant organisational benefits, including increased customer satisfaction, repeat business, positive referrals, and enhanced reputation. However, challenges associated with project complexity, changing customer expectations, programme pressures, and external factors such as supply chain disruptions can negatively affect customer perceptions if not managed effectively.

To address these challenges, a series of recommendations were proposed. These included the implementation of a formal CRM system, improved communication and

expectation management strategies, enhanced customer feedback mechanisms, strengthened continuous improvement processes, and the development of a more customer-centric organisational culture.

The report concludes that customer experience management should be regarded as a strategic organisational priority. By integrating effective customer relationship management, robust quality processes, and customer-focused decision-making throughout the customer lifecycle, construction organisations can maximise customer value, strengthen customer loyalty, and support long-term organisational success.

2. Introduction

The customer experience has become a critical determinant of organisational success across many industries, including construction. Whilst construction organisations have traditionally focused on project delivery, cost control, and programme performance, increasing customer expectations and market competition have emphasised the importance of delivering a positive customer experience throughout the entire customer lifecycle. In residential construction, customer perceptions are influenced not only by the quality of the finished product but also by communication, responsiveness, trust, and the effectiveness of ongoing customer relationships. Consequently, organisations must adopt customer-focused approaches that create value and encourage long-term loyalty.

This report critically analyses the customer experience within a residential construction environment, focusing on the customer lifecycle from acquisition through to project completion and aftercare. The analysis is based upon experiences within a construction management role, where customer interactions occur throughout the project delivery process and have a direct influence on customer satisfaction, organisational reputation, and future business opportunities.

The report begins by examining the concepts of customer experience and customer value, including the role of customer centricity in contemporary business practice. It then evaluates the organisation's customer lifecycle and customer relationship management (CRM) activities, identifying how customer relationships are developed,

maintained, and enhanced. Particular attention is given to the quality processes employed by the organisation and their contribution to customer value creation and expectation management.

Furthermore, the report critically evaluates the benefits and challenges associated with developing strong customer relationships within a construction environment. Customer segmentation and customer centrality are also examined to assess how different customer groups influence organisational decision-making. Finally, a series of recommendations are proposed to enhance customer experience, strengthen customer loyalty, and support continuous improvement.

Ultimately, the report demonstrates that effective customer experience management requires the integration of quality processes, relationship management, and customer-focused decision-making to maximise customer value and achieve sustainable organisational success.

3. Understanding Customer Experience and Customer Value

Customer experience has emerged as a significant area of organisational focus as businesses increasingly recognise that customer perceptions influence satisfaction, loyalty, reputation, and long-term profitability. Whilst product quality remains important, contemporary organisations must also consider how customers experience every interaction throughout their relationship with the business. In construction, customer experience is particularly important because projects often involve substantial financial investment, extended delivery periods, and ongoing interactions between customers and multiple stakeholders.

Lemon and Verhoef (2016) define customer experience as the cumulative impact of all customer interactions with an organisation throughout the customer journey. These interactions occur before, during, and after the purchase or delivery of a product or service. Within residential construction, customer experience begins long before physical construction starts and continues beyond project completion through aftercare services, defect management, and warranty support. Consequently, customer experience should be viewed as a holistic process rather than a series of isolated interactions. This perspective is consistent with contemporary customer

experience research that emphasises the cumulative nature of customer interactions across multiple touchpoints (McColl-Kennedy et al., 2019).

A useful framework for understanding customer experience is Customer Journey Mapping, which examines each stage of the customer lifecycle and identifies key touchpoints that influence customer perceptions. Within construction, these touchpoints may include initial enquiries, contract negotiations, pre-start meetings, progress updates, quality inspections, handover procedures, and post-completion support. Positive experiences at each stage contribute to customer satisfaction, whilst failures at any point may negatively influence overall perceptions of the organisation. This highlights the importance of maintaining consistency throughout the entire customer journey rather than focusing solely on project completion.

Closely linked to customer experience is the concept of customer value. Customer value refers to the perceived benefits received by a customer relative to the costs incurred in obtaining a product or service (Kotler et al., 2021). Traditionally, value was often associated with financial considerations; however, contemporary research recognises that customers evaluate value using a broader range of criteria, including quality, reliability, trust, responsiveness, and emotional satisfaction. This reflects the service-dominant logic perspective, which suggests value is co-created through interactions between organisations and customers (Vargo & Lusch, 2016). Within construction, customers may judge value not only by the finished property but also by the professionalism of communication, the management of expectations, and the organisation's ability to resolve issues effectively.

Customer value can be categorised into direct and indirect value. Direct value relates to tangible benefits such as product quality, programme adherence, cost certainty, and defect-free delivery. These factors are particularly important within construction projects, where customers expect buildings to meet specified standards and contractual requirements. Indirect value, however, refers to less tangible benefits such as trust, confidence, reputation, convenience, and peace of mind. For many residential customers, indirect value plays a significant role because purchasing a home represents one of the largest financial commitments they will make. Effective communication, transparency, and responsiveness therefore become critical contributors to overall customer value.

The concept of customer centricity further extends this discussion. Customer-centric organisations place customer needs, expectations, and experiences at the centre of strategic decision-making. Rather than focusing exclusively on operational efficiency or short-term financial performance, customer-centric organisations seek to understand what customers value and align their processes accordingly. In construction environments, customer centricity may be demonstrated through proactive communication, flexible problem-solving, timely responses to concerns, and the continuous collection of customer feedback. Research suggests that organisations adopting customer-centric approaches often achieve higher levels of customer satisfaction, loyalty, and repeat business compared to organisations that focus primarily on internal processes or cost control (Shah et al., 2006).

However, implementing customer-centric strategies within construction presents challenges. Construction projects frequently involve competing stakeholder priorities, programme pressures, budget constraints, and regulatory requirements. These factors can sometimes conflict with customer expectations, creating tension between operational objectives and customer needs. For example, project delays resulting from supply chain issues or regulatory compliance requirements may negatively affect customer perceptions despite being outside the direct control of the construction organisation. This highlights the need for effective expectation management and transparent communication throughout the customer lifecycle.

Taken together, customer experience and customer value are closely interconnected concepts that influence organisational performance and customer loyalty. By understanding how customers perceive value and experience interactions throughout the customer journey, construction organisations can develop more effective strategies for managing customer relationships and enhancing long-term business performance. These concepts provide the theoretical foundation for analysing the customer lifecycle and customer relationship management processes within the organisation.

4. Analysis of the Customer Lifecycle

The customer lifecycle represents the sequence of interactions between a customer and an organisation from initial contact through to project completion and ongoing support. Understanding this lifecycle enables organisations to identify key touchpoints that influence customer perceptions and satisfaction. Effective management of these interactions is particularly important within residential construction, where projects often involve significant financial investment and prolonged engagement between the customer and contractor. Customer lifecycle management has become increasingly important as organisations seek to improve retention, loyalty and long-term customer value (Verhoef et al., 2017).

4.1 Customer Acquisition

The acquisition stage represents the customer's first interaction with the organisation and is often influenced by reputation, previous projects, recommendations and marketing activity. Within residential construction, customers frequently rely on referrals and evidence of previous work when selecting a contractor. As construction projects involve considerable financial and personal commitment, trust begins to develop during the early stages of engagement.

The quality of communication during initial meetings can significantly influence customer perceptions. Clear information regarding scope, programme, costs and expected outcomes helps establish realistic expectations and reduces the likelihood of future dissatisfaction. Failure to communicate effectively at this stage can create misunderstandings that affect the customer relationship throughout the project lifecycle.

4.2 Pre-Construction Engagement

Following acquisition, the pre-construction stage focuses on defining project requirements and establishing expectations. Activities typically include design discussions, planning reviews, programme development and agreement of project objectives.

This stage is critical because decisions made before construction begins often influence customer satisfaction later in the project. Effective engagement helps ensure that customer requirements are clearly understood and documented, reducing the risk of disputes, variations and unmet expectations. For residential customers, regular communication during this phase can increase confidence in the organisation's ability to deliver the project successfully.

4.3 Construction Phase

The construction phase generally represents the longest stage of the customer lifecycle and often has the greatest influence on customer experience. During this period, customers assess not only the quality of the work being undertaken but also the professionalism, responsiveness and reliability of the organisation.

Regular progress updates, site meetings and timely responses to customer enquiries contribute positively to the customer experience. Delays, communication failures or quality issues can quickly damage customer confidence. Consequently, construction managers play a significant role in maintaining customer satisfaction through effective coordination, communication and problem-solving.

4.4 Handover

Handover represents a significant milestone within the customer lifecycle as responsibility for the completed project is transferred to the customer. Customer perceptions during this stage are often influenced by workmanship quality, completion of outstanding items and the effectiveness of the handover process itself.

Within residential construction, handover activities typically include final inspections, snagging reviews, documentation provision and customer demonstrations. A well-managed handover can reinforce positive perceptions developed during the project, whereas unresolved defects or poor communication can negatively affect overall satisfaction.

4.5 Aftercare and Customer Retention

The customer lifecycle does not end at project completion. Aftercare activities, including defect resolution, warranty support and ongoing communication, continue to influence customer perceptions and future purchasing decisions.

Effective aftercare can strengthen customer loyalty and encourage positive recommendations. Conversely, slow responses to defects or inadequate support may damage customer relationships and organisational reputation. Given the importance of referrals within the residential construction sector, maintaining customer satisfaction after project completion remains an important component of long-term customer relationship management.

Taken together, the customer lifecycle demonstrates that customer experience is shaped by a series of interconnected interactions rather than a single event. Effective management of each stage can contribute to improved satisfaction, stronger relationships and increased customer loyalty.

5. Customer Relationship Management (CRM) Analysis

Customer Relationship Management (CRM) refers to the processes and strategies used to establish, maintain and enhance relationships with customers. Effective CRM enables organisations to improve customer satisfaction, encourage loyalty and maximise long-term customer value. Within residential construction, CRM extends beyond marketing and sales activities, encompassing all interactions throughout the customer lifecycle.

Morgan and Hunt (1994) argue that trust and commitment are fundamental to successful business relationships. This principle is particularly relevant within construction projects, where customers often engage with organisations over extended periods and make significant financial investments. Trust is developed through consistent communication, reliable performance and the delivery of agreed outcomes.

Effective CRM requires organisations to understand customer needs and respond appropriately throughout the project lifecycle. From a construction management

perspective, this may include regular progress updates, timely responses to customer enquiries and proactive management of customer expectations. Buttle and Maklan (2019) and Payne and Frow (2017) suggest that successful CRM strategies focus on creating long-term value rather than concentrating solely on individual transactions.

Relationship marketing forms an important component of CRM by encouraging ongoing engagement between organisations and customers. Effective CRM strategies can also facilitate value co-creation between organisations and customers throughout project delivery (Prahalad & Ramaswamy, 2004). Within residential construction, strong relationships can generate repeat business, referrals and positive reputation, all of which contribute to long-term organisational performance.

Customer loyalty represents another significant benefit of effective CRM. Loyal customers are more likely to recommend an organisation to others and may engage in future projects. Peppers and Rogers (2016) argue that maintaining existing customer relationships is often more cost-effective than continually acquiring new customers. However, organisations must recognise that customer loyalty cannot be assumed and must be supported through consistent service delivery and effective communication.

Whilst CRM offers significant benefits, its effectiveness depends upon organisational commitment and employee engagement. Poor communication, unmet expectations and inconsistent service delivery can undermine customer relationships regardless of the systems or processes in place. Consequently, successful CRM requires both structured processes and a customer-focused organisational culture.

Overall, effective CRM enables construction organisations to strengthen customer relationships, improve customer satisfaction and support long-term business performance. However, achieving these outcomes requires ongoing commitment to communication, relationship management and customer value creation.

6. Quality Processes and Their Impact on Customer Value

Quality processes play an important role in shaping customer perceptions and delivering value. Within residential construction, customers often evaluate organisations based on workmanship, reliability, communication and the ability to meet agreed requirements. Consequently, quality management is closely linked to customer satisfaction and long-term organisational performance.

One of the most widely recognised approaches to quality management is Total Quality Management (TQM), which promotes continuous improvement and customer focus throughout organisational activities. Dahlgaard-Park (2015) suggests that quality should be embedded within organisational culture rather than viewed solely as a compliance activity. Within construction, this principle is particularly relevant because quality outcomes are influenced by planning, supervision, workmanship and communication across the project lifecycle. Similar findings have been reported within construction-specific quality research, which highlights the relationship between quality management systems and customer satisfaction outcomes (Arditi & Gunaydin, 1997).

Another widely recognised quality framework is SERVQUAL, developed by Parasuraman et al. (1988), which evaluates service quality through dimensions including reliability, responsiveness, assurance, empathy and tangibles. Although originally developed for service industries, the model remains relevant within construction because customer perceptions are influenced not only by the finished product but also by the quality of interactions throughout project delivery.

Continuous improvement is another important element of quality management. The Plan-Do-Check-Act (PDCA) cycle encourages organisations to review performance, identify improvement opportunities and implement corrective actions. Slack et al. (2022) argue that continuous improvement supports organisational learning and long-term performance. Within residential construction, lessons learned from defects, customer feedback and project reviews can be used to improve future projects and customer outcomes.

Quality controls provide the mechanisms through which quality processes are implemented and monitored. Within residential construction, these controls commonly include Inspection and Test Plans (ITPs), site inspections, quality audits, snagging procedures, document control systems and customer defect reporting processes. These controls help ensure that quality standards are consistently achieved whilst providing evidence of compliance and accountability. Construction studies have demonstrated that robust quality assurance processes contribute significantly to customer satisfaction and project success (Ahmed & Kangari, 1995).

Effective quality management can enhance customer value by reducing defects, improving reliability and increasing customer confidence. However, quality processes may also create challenges where excessive emphasis is placed on compliance rather than customer outcomes. Construction organisations must therefore balance procedural requirements with customer expectations to ensure that quality systems support both operational performance and customer satisfaction.

Taken together, quality processes and controls contribute significantly to customer value within residential construction. When implemented effectively, they support customer satisfaction, strengthen organisational reputation and encourage long-term customer loyalty.

7. Customer Segmentation and Customer Centrality

Customer segmentation involves dividing customers into groups based on shared characteristics, needs or behaviours. This enables organisations to develop more effective engagement strategies and allocate resources appropriately. Within residential construction, customer requirements can vary considerably depending on project type, organisational objectives and customer expectations.

Private residential customers often prioritise quality, communication, trust and aftercare support due to the significant financial and personal investment involved. Housing associations and local authorities are more likely to focus on compliance, programme performance and value for money, whilst developers typically prioritise commercial outcomes, programme certainty and project efficiency. Investors may place greater emphasis on long-term asset performance and return on investment.

These differing priorities demonstrate the importance of understanding customer segments when developing customer relationship strategies. Service management research suggests that customer expectations and perceptions of value vary significantly across customer groups, requiring organisations to tailor communication and engagement approaches accordingly (Grönroos, 2015).

Customer centrality extends beyond segmentation by placing customer needs at the centre of organisational decision-making. Shah et al. (2006) argue that customer-centric organisations align their activities around delivering value rather than focusing solely on operational objectives. Within construction, this may involve adapting communication methods, responding proactively to customer concerns and considering customer outcomes throughout project delivery.

Customer centrality can generate significant benefits, including improved satisfaction, stronger customer relationships and increased loyalty. However, achieving a customer-centric culture can be challenging because organisations must balance customer requirements with commercial, regulatory and operational constraints. Construction managers are often required to make decisions that satisfy customer expectations whilst maintaining programme, cost and quality objectives.

Taken together, customer segmentation and customer centrality support a more informed understanding of customer needs and expectations. By recognising differences between customer groups and incorporating customer perspectives into decision-making, organisations can improve customer experience and strengthen long-term relationships.

8. Measuring Customer Value and Customer Loyalty

Measuring customer value enables organisations to assess the effectiveness of customer experience and relationship management activities. Customer value can be evaluated through both direct and indirect measures, providing insight into organisational performance and long-term customer relationships.

Direct customer value metrics focus on measurable outcomes associated with customer interactions. Common measures include Customer Satisfaction Scores

(CSAT), project completion performance, complaint levels and customer retention rates. These indicators help organisations evaluate whether customer requirements are being met and identify opportunities for improvement.

Indirect customer value measures focus on broader indicators of customer loyalty and future business performance. Examples include referral rates, repeat business and Net Promoter Scores (NPS). Referral rates represent an important measure of indirect customer value because satisfied customers are more likely to recommend an organisation to others. Similarly, customer retention can indicate the strength of customer relationships and the effectiveness of customer experience management. Repeat business and customer referrals are recognised indicators of customer equity and long-term organisational value (Rust et al., 2004).

Within residential construction, customer feedback surveys, defect reporting data and aftercare performance records can provide valuable information regarding customer perceptions and satisfaction levels. Measuring customer experience effectively requires organisations to combine operational performance indicators with customer perception data (Westcott, 2019).

Although customer value metrics provide useful information, organisations should avoid relying on individual measures in isolation. Customer satisfaction does not always guarantee customer loyalty, and high operational performance may not necessarily result in positive customer experiences. Consequently, a combination of quantitative and qualitative measures is often required to provide a balanced assessment of customer value.

In practice, the measurement of customer value and customer loyalty supports informed decision-making, continuous improvement and long-term relationship development. Organisations that monitor customer value effectively are better positioned to identify improvement opportunities and enhance customer experience.

9. Recommendations for Improving Customer Experience

The analysis conducted throughout this report has demonstrated that customer experience within residential construction is influenced by multiple factors, including customer relationship management, communication, quality processes, customer expectations, and organisational culture. Whilst the organisation currently employs several practices that contribute positively to customer satisfaction, opportunities exist to further enhance customer value, strengthen customer loyalty, and improve long-term business performance. The following recommendations are proposed to support continuous improvement and create a more customer-focused approach to project delivery.

9.1 Implement a Formal Customer Relationship Management System

Although customer relationships are currently managed through meetings, emails, project documentation, and informal communication, the introduction of a dedicated Customer Relationship Management (CRM) system would improve consistency and visibility throughout the customer lifecycle. A formal CRM platform would enable customer interactions, project updates, feedback, complaints, and aftercare activities to be recorded and monitored in a central location. This would reduce the risk of information loss, improve communication between departments, and support more proactive customer engagement. Furthermore, customer data could be analysed to identify trends, recurring issues, and opportunities for service improvement.

9.2 Strengthen Customer Communication and Expectation Management

The findings of this report highlight communication as one of the most significant influences on customer experience. Consequently, the organisation should adopt a more structured communication strategy throughout the customer lifecycle. This could include scheduled customer updates, standardised progress reports, clear escalation procedures, and defined communication responsibilities. Greater transparency regarding project risks, programme changes, and potential delays would help manage customer expectations more effectively and reduce dissatisfaction when unforeseen issues occur. Improved communication would also strengthen trust and reinforce customer confidence in project delivery teams.

9.3 Enhance Customer Feedback Mechanisms

Customer feedback represents a valuable source of information for evaluating performance and identifying areas for improvement. The organisation should introduce formal feedback mechanisms at key stages of the customer lifecycle, including pre-construction engagement, project delivery, handover, and post-completion aftercare. Customer satisfaction surveys, structured interviews, and post-project reviews could provide valuable insights into customer perceptions and service quality. Importantly, feedback should not simply be collected but actively analysed and incorporated into future decision-making processes. This would support continuous improvement and demonstrate a commitment to customer-focused service delivery.

9.4 Improve Quality Learning and Continuous Improvement Processes

Quality management systems should be strengthened through the systematic collection and application of lessons learned from completed projects. Common customer complaints, defects, communication issues, and project challenges should be reviewed regularly to identify recurring trends and root causes. The organisation should adopt a more structured continuous improvement approach using the Plan-Do-Check-Act (PDCA) cycle to ensure that identified improvements are implemented and monitored. Integrating customer feedback into quality management processes would further align operational performance with customer expectations and value creation.

9.5 Develop a Stronger Customer-Centric Culture

Finally, the organisation should seek to embed customer-centric principles throughout all levels of the business. Whilst customer satisfaction is often viewed as the responsibility of customer-facing personnel, customer experience is influenced by the actions of all employees involved in project delivery. Training programmes, performance objectives, and leadership behaviours should reinforce the importance of customer value and relationship management. Encouraging employees to consider the impact of their decisions on customer experience would support a more consistent and customer-focused organisational culture. Organisations that

successfully embed customer-centric approaches are more likely to achieve sustainable competitive advantage and long-term customer retention (Woodruff, 1997; Shah et al., 2006).

Collectively, these recommendations would strengthen customer relationship management, improve quality performance, enhance communication, and support the delivery of greater customer value. By adopting a more strategic approach to customer experience management, the organisation would be better positioned to improve customer satisfaction, increase loyalty, and maintain a competitive advantage within the residential construction sector.

10. Conclusion

This report has critically analysed the customer experience within a residential construction environment, examining the customer lifecycle, customer relationship management practices, quality processes, customer segmentation, and customer centrality. The findings demonstrate that customer experience is influenced by a series of interconnected interactions that occur throughout the customer journey, from initial acquisition through to project completion and aftercare support. Consequently, customer experience management should be viewed as a strategic organisational priority rather than simply an operational activity.

The analysis identified that effective customer relationship management contributes significantly to customer trust, satisfaction, loyalty, and long-term business success. However, maintaining positive customer relationships within construction environments presents challenges due to project complexity, changing customer expectations, commercial pressures, and external factors that can affect project delivery. The findings further demonstrate that quality processes play a crucial role in supporting customer value by ensuring that projects meet both technical requirements and customer expectations.

The report also highlighted the importance of recognising different customer segments and adopting customer-centric approaches that align organisational processes with customer needs. Whilst customer expectations may vary across private buyers, developers, housing associations, and investors, all customer groups

place significant value on communication, reliability, professionalism, and quality outcomes.

To address identified challenges and enhance customer experience, a series of recommendations were proposed, including the implementation of a formal CRM system, improved communication strategies, enhanced customer feedback mechanisms, stronger continuous improvement processes, and the development of a more customer-centric organisational culture. Collectively, these initiatives would strengthen customer relationships, improve service quality, and increase customer loyalty.

Ultimately, organisations operating within the residential construction sector can create sustainable competitive advantage by integrating effective customer relationship management, robust quality processes, and customer-focused decision-making throughout the customer lifecycle. By doing so, they will be better positioned to maximise customer value, meet customer expectations, and support long-term organisational success.

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12. Appendices

Appendix A – Customer Journey Map

Customer Lifecycle Stage	Customer Objectives	Key Organisational Activities	Customer Experience Risks	Customer Value Opportunities
Acquisition	Identify suitable contractor	Marketing, referrals, tendering, initial meetings	Unrealistic expectations	Build trust and confidence
Pre-Construction Engagement	Understand project requirements	Design reviews, planning meetings, communication	Misunderstood requirements	Establish clear expectations
Construction Phase	Receive progress and quality updates	Site management, inspections, customer communication	Delays, defects, poor communication	Demonstrate professionalism and transparency
Handover	Receive completed project	Snagging, quality inspections, documentation	Outstanding defects	Deliver satisfaction and confidence
Aftercare & Retention	Resolve defects and obtain support	Warranty support, defect management, customer feedback	Slow response to issues	Build loyalty and referrals

Appendix B – Customer Segmentation Matrix

Customer Segment	Primary Requirements	Key Value Drivers	Relationship Focus
Private Residential Buyers	Quality home, communication, aftercare	Trust, responsiveness, quality	Long-term satisfaction and referrals
Housing Associations	Compliance, programme certainty, cost control	Reliability, governance, value for money	Strategic partnership
Developers	Commercial performance, programme delivery	Efficiency, profitability, quality	Repeat business opportunities
Property Investors	Return on investment, build quality	Asset performance, reliability	Portfolio development and retention

Appendix C – Customer Experience Performance Dashboard

Metric	Purpose	Target
Customer Satisfaction Score (CSAT)	Measure overall customer satisfaction	>90%
Net Promoter Score (NPS)	Measure customer loyalty and referral likelihood	>50
Customer Retention Rate	Measure repeat business	>75%
Referral Rate	Measure recommendation frequency	Increasing annually
Average Complaint Resolution Time	Measure responsiveness	<5 working days
Defect Resolution Time	Measure aftercare effectiveness	<10 working days
Handover Defect Rate	Measure quality performance	Year-on-year reduction
Customer Feedback Participation Rate	Measure engagement levels	>80%