

Preface

Inadequacies in the current approaches to building maintenance are leading to poor service delivery, unnecessary increase in maintenance costs and poor users' satisfaction. The current approaches are retrogressive to the building fabrics, the engineering services, the maintenance organisations and the building users. In order to sustain the corporate objectives of organisation, an integrated and dynamic maintenance management system is required. The problems with the current maintenance management strategies could be solved by better management—that is, by having a concise planning, controlling, directing, implementing and organising methodology. The other problems still remain because of value mismatch and misallocation of resources. Such problems are dominant in the service sector compared to the product-oriented sector. The last problem is uniquely fundamental in the maintenance service delivery. Maintenance management cannot be stand-alone, however, prefixing it with terms like strategic, proactive and systematic without active considerations of the value systems of both providers and users cannot bring specific user functional requirements into the mainstream maintenance management.

Current trend indicates that, in general, the complexities of buildings are on the increase and these are posing enormous challenges to maintenance organisations. Requirements are also constantly changing with increase in user experience and expectations. Most organisations are now placing much emphasis on outsourcing the maintenance aspect of their functions, instead of empowering their in-house maintenance organisations. Given that universities have a large buildings base (around 30 % perhaps), there is an ever-increasing need to develop and empower their in-house maintenance organisation to execute most of their maintenance demands. The in-house maintenance organisation should be robust, reliable, supportive and efficient. The majority of the problems associated with in-house organisations have been due to direct neglect, incompetency and poor planning by the parent organisation. The top management in the parent organisation should be more concerned with the building performance, productivity and user satisfaction. In this highly competitive environment, and increase in user expectations, it is now more compelling than ever before to make certain that maintenance service delivery is improved. A term that can readily factor in user requirement is 'value'. This will

reduce or avoid reworks and service mismatches. Maintenance objective must be considered from the user value system rather than focusing on the building itself. Buildings are resources. In other words, a building is a means not an end. This concept may not be new or novel *per se*. In fact, value management in its current context has been a subject of interest for the last 50 years and it has been well established in the procurement of new buildings. But why it has not been applied in the maintenance management process remains difficult to answer. Some well-established contractors that have maintenance subsidiaries that provide outsourcing services could believe that they are utilising the methodology. However, they are not really considering it actively in the maintenance management process if at all. What these organisations are doing, is to apply the concept to building maintainability, but not for maintenance. Suffice it to say, many confuse maintainability, which is a design issue, with maintenance process. To consider the value management concept well, the value system of the building users must be well established using well-defined yet sufficient and simple methods at all stages. A value culture must be created. The value management concepts were used as a platform to develop the value maintenance management framework that forms the basis of this book. Value management makes explicitly clear the requirement of stakeholders and goes ahead to display how it should be delivered and at the same time provide mechanism for monitoring whether the services are provided, and to what extent, and what has to be done to improve service delivery.

Therefore, organisations can improve their profit margin, productivities and satisfy their customers by having a systemic maintenance management system. With the continuing increase in the proliferation of building materials and components, more and more maintenance works are required. Therefore, a reduction in maintenance expenditure will enable the availability of funds to be directed to other activities. The information in this book will be useful to maintenance personnel, facility managers, building users and organisations guiding them to ways towards managing their building infrastructure. It will be useful to academics.

In today's competitive world, maintenance is becoming a strategic tool and process, with organisation adopting maintenance as a means of keeping their business in operation. In most countries, a huge sum of money is spent on maintenance annually. The 'maintenance management manual' seeks to facilitate gathering of information and experience and make applications of information useful to other building projects. The manual as a tool will be used to communicate to the clients as to what is important in order for the organisation to achieve its corporate objectives. It aims at identifying, coordinating, monitoring, auditing and diagnosing the quality and quantity of the maintenance works required in order to keep the building in optimum operation.

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