



**Implementation of customer-oriented approach
in land rearrangement activities (land
consolidation) changes professional abilities of
surveyors**

**- on going Land Rearrangement(LR) – Customer
–project**

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Presentation includes

- ◆ **Reasons for the LR – Customer -project**
- ◆ **Some of the historical background of customer orientation**
- ◆ **Customer orientation?**
- ◆ **Inquiries and interviews**
- ◆ **Results**
- ◆ **Conclusions**



Background

- ◆ The Ministry of Agriculture and Forestry has completed the land rearrangement strategy for 2008-2013.
 - ◆ Improvement of the customer orientation is one of the main objectives.
- ◆ One of the four basic values of the National Land Survey of Finland is to improve customer satisfaction.
 - ◆ the NLS has obtained top grades in customer satisfaction surveys
 - ◆ the agency continuously wishes to improve its services.
- ▶ the NLS introduced a project (in 2007) for improving the customer oriented land rearrangements.

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Historical background

- ◆ In the 1990's a single property owner could institute proceedings concerning land rearrangement
 - ◆ It could be carried out regardless of how widely the land rearrangement was supported
 - ◆ From 1997 a single property owner has been competent to apply for proceedings, but *wide support* is required for carrying out the project
 - ◆ At the beginning of 2000 century in some areas there were done only voluntary land rearrangements, in some areas not.
- ▶ What means the custom orientation?

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Customer orientation?

► What means custom orientation?

Voluntary measures- Compulsory measures?

The theoretical concept of customer orientation is understood as

- an end product that satisfies the customer or
- as an approach that is applied to prepare the product.

► Applied to land rearrangements customer orientation can be defined as a good process of the arrangement, or as a good quality of the property structure.



Inquiries (and interviews) 1

- ◆ Intranet –inquiry to all employees who handle land rearrangements
- ◆ Interviews and inquiries to land owners/Surveyors M. Sc. (four land rearrangement cases)
- PRESENTATION OF INTRANET – inquiry and SUMMARY of both these report-type researches



Inquiries (and interviews) 2

- ◆ Approximately 80 employees handle land rearrangements either on full-time or part-time basis
- ▶ Intranet –inquiry; 58 answers

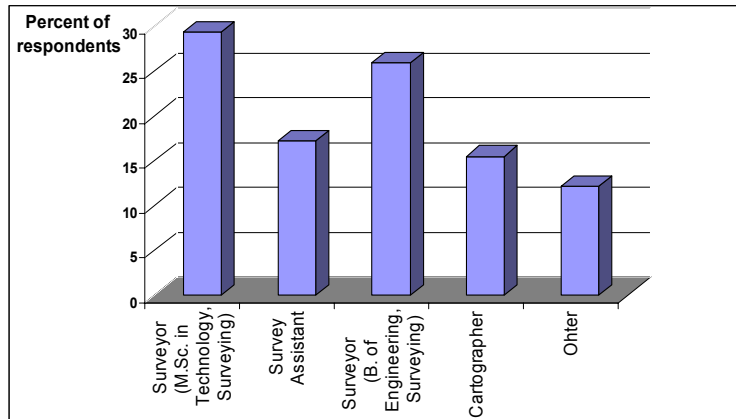


Figure 1. Job titles of those who answered MAANMITTAUSLAITOS - TIETOA MAASTA 2008



Inquiries (and interviews) 3

- ◆ Approximately 90 percent faces the customer face to face/on the phone, merely a few only on the phone or indirectly through documents

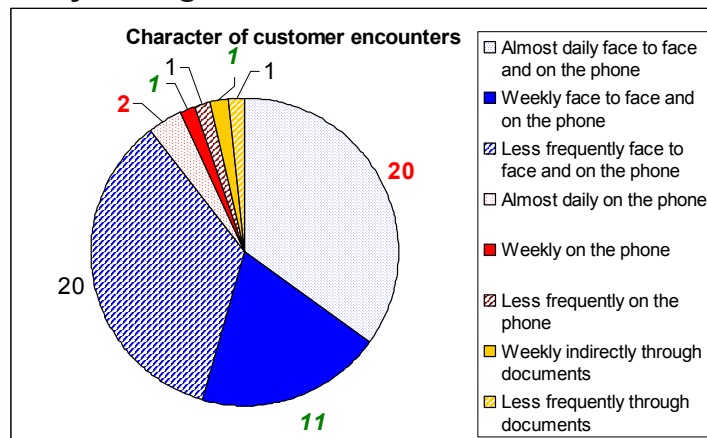


Figure 2. Character and frequency of MAANMITTAUSLAITOS - TIETOA MAASTA 2008



Inquiries (and interviews) 4

Almost 80 percent have worked with land surveying duties for more than 15 years. However, less than 40 percent has gained experience from land rearrangement duties. Experienced workers have recently started to work with land rearrangements.

The views of landowners, other interest groups and land rearrangers on the important duties of the customer orientation concept and land rearrangements are very similar.

CONCLUSION:

► The answers provide a reliable picture of the experience and conceptions of land rearrangers, landowners and other interest groups.

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Results 1

COMPONENT	IMPOTANCE	GENERAL IMPOTANCE	GENERAL IMPOTANCE
	IN CUSTOMER ORIENTATION	EMPLOYEES	LAND OWNERS
<i>End result of land rearrangement</i>	6	1	2
<i>Treatment and listening</i>	1	2	1
<i>Attitude/Implementation of those performing rearrangement</i>	2	3	3
<i>Communication and information</i>	3	4	4
<i>Social elements (in the area)</i>	4	5	6
<i>Voluntariness</i>	5	6	5

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Results 2

- ▶ Employees and land owners have same kind of concepts of the important components in land arrangement
- ▶ End result is the most important component commonly in land rearrangement, but not in customer orientation
- ▶ Land owners have realistic views of voluntariness

ANALYSIS:

The end result cannot be considered as a part of an individual-oriented customer orientation image of land rearrangements. However, good property structure could be included in community-oriented and society-oriented customer orientation images.

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Results 3

◆ Measures to improve the situation in customer orientation

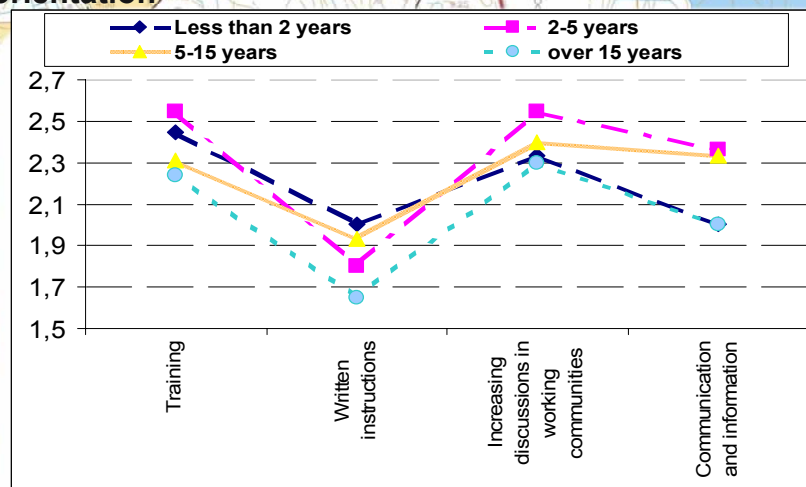


Figure 3. Division based on experience. Measure to improve the situation. (The closer the average of the responses is to 3 on the scale the more important the respondent considers it to be.)

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Results 4

◆ Organisation levels of the improvements

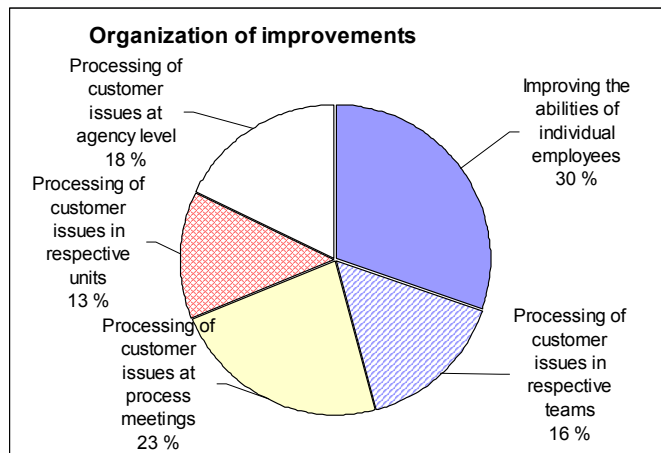


Figure 4. Which organizational level plays an important part when renewing land rearrangements so that the needs of the customers are taken into account and the approaches are harmonized?

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Conclusions 1

◆ In the individual-oriented customer orientation image comprises:

- ◆ good communication and information on the project
- ◆ treatment and listening to those involved and establishing needs and desires
- ◆ impartial treatment and fairness
- ◆ justification of decisions and
- ◆ making participation possible.

◆ The community-oriented customer orientation image complements this by:

- ◆ including mediation possibility
- ◆ enabling co-operation, utilization of information and expertise
- ◆ taking the social elements of the target region into account.

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Conclusions 2

- ◆ When the society-oriented customer orientation image is considered in association with the two previous ones
 - ◆ the objectives of the landowners and the residents
 - ◆ the efficiency and economy of the process,
 - ◆ the climate change,
 - ◆ the maintenance of biodiversity
 - ◆ the cultural heritage and the regional vitality, i.e. common needs of a society.

CONCLUSION

- ▶ Work of a surveyor has become more complex than before → more conflict possibilities



Conclusions 3

- ◆ Improvements are to be carried out at all levels of the organization, at team, process and agency level.
- ◆ Conflict management skills are needed more than before. This means that:
 - ◆ Communication, co-operation and negotiation skills are of importance.
 - ◆ Information is needed also on the culture and history of the region and on human behaviour in general.
 - ◆ The primary measures of improving include discussions and training.
- ▶ When implementing customer-oriented approach we need to improve professional abilities of surveyors. Now the basic training and job training is important.