



CLEANING SERVICE BUNDLING: INCREASED RESULTS & EFFICIENCY

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CHALLENGE

What is the best method to provide cleaning services to retail stores?

When providing cleaning services for a retailer, there are many factors that need to be considered. The best process should use the least amount of payroll hours required to deliver a quality product. It should also get the job done in the least disruptive manner to the stores. Finally, the best practice should meet the stores predetermined budget parameters.

BEST PRACTICE

The most effective way to provide cleaning services for a retail store is to bundle multiple service tasks under one service umbrella and standardize the frequency of service for all locations.

Cleaning services that combine window cleaning, floor cleaning, ceiling vent dusting, and an annual back of house floor re-finishing, into one consistent flat monthly service fee offer the best overall product. The best practice is to provide window cleaning, high dusting, sales floor cleaning, and back of house floor strip and re-finish on a consistent monthly basis using the present budget allocated. Implementing this program reduces store management time and involvement, meets or reduces annual budget amounts, and delivers a higher level of service quality.

RESULTS

- Reduces store management time by eliminating multiple redundant scheduling requirements.
- Meets or reduces annual budget requirements by 5 percent.
- Can significantly reduce the issues/number of complaints received by 40 to 50 percent.
- Delivers a higher level of service quality and can drive satisfaction ratings significantly.
- Enhances the customer shopping experience.
- Enhances working environment for the store employees.

VERIFICATION OF EFFICIENCY AND SAVINGS CAPTURED

A pilot test of the best practice program was recently conducted in 32 percent of a retailers' total store fleet. The program consisted of every store receiving one service per month versus the previous program that consisted of varying service frequencies that ranged from four to nine times per year depending on the store classification

The best practice program provided the following benefits:

1. Combined all four service types into one service with one crew which decreased the amount of time that store management had to spend scheduling/rescheduling, completing the typical phone quality surveys and monitoring the various specialty crews.
2. Incorporated a monthly service frequency for all stores that yielded many benefits as detailed below:
 - The increased cleaning led to a higher and more consistent store appearance level for the customers and the store personnel.
 - The stores were able to be put on somewhat of a rolling schedule so they knew which day of which week they would receive service. This saved them time in scheduling, allowed for more efficient planning of their payroll hours, and reduced the amount of time necessary to monitor multiple crews.
 - At the corporate level, the benefit was realized by more efficient management of the budget as it was a single flat rate each month for every store.
 - At the corporate level, only one monthly invoice had to be processed so the administration time was dramatically decreased.

- Also at the corporate level, there was the elimination of constantly having to track services by respective store since all stores were receiving one monthly service.

Further metric analysis will be performed as the full store fleet is brought into the bundled service program. The initial observations of this best practice are as follows:

1. The estimated budget decreased annually (for the pilot test stores, the decrease was approximately 5 percent).
2. There was an overall cost avoidance in payroll expenditures previously associated with unbundled service program.
3. Participating store management has noted an overall increase in the quality of the services as well as the store cleanliness levels. Through the initial four months of the pilot test the overall satisfaction rating was 91.4 percent. These results have enhanced the customer shopping experience and the working environment for the store employees.