



# LEVERAGING DATA TO DRIVE BSC PERFORMANCE

A Practical Introduction to  
**Asset and Cleaning Operations Management**  
for Building Service Contractors



## ABSTRACT:

Increasing competition and rising expectations create new challenges for the cleaning service industry. Customers today understand the value of consistently clean facilities — from health and safety to enhancing their brands. Building service companies (BSCs) must find a way to deliver on these heightened expectations without losing sight of critical bottom-line margins:

New asset management technologies provide BSCs with greater visibility into cleaning performance metrics, creating multi-faceted growth solutions. Fleet managers can identify opportunities to increase cleaning efficiency and lower cost-to-clean, while driving improved cleaning performance and consistency. These powerful asset management solutions empower BSCs to create compelling differentiators to deepen existing relationships and win new business.



## INTRODUCTION

The cleaning service industry has always operated with thin margins and tough competition. Optimising cost-efficiency is key to protecting bottom-line margins, and demonstrating value is vital to empowering top-line growth. But new demands are squeezing those margins even further and creating increasing pressure to differentiate value.

### INCREASING CUSTOMER EXPECTATIONS & SHRINKING MARGINS

Today's customers recognise clean facilities can play a key role in their brand image. They also increasingly understand how clean facilities deliver return on investment through measurable health and safety benefits — reducing employee absenteeism by as much as 46 percent.<sup>1</sup> Just by following proper facility cleaning protocol, the U.S. could see a five-percent bump in overall productivity — amounting to nearly \$11 billion nationwide.<sup>2</sup> In addition, the demand for sustainable cleaning technologies grows every day, with more customers recognising both the ROI and brand value of these responsible cleaning practices.

Most facility management and building service contractors are looking to capitalise on this increased customer awareness and understanding. A 2014 survey of more than 400 BSCs around the U.S. found that more than half (56%) are highlighting the value or ROI they deliver as one of their key differentiators, while one-third (33.7%) are counting on their sustainable cleaning practices to set their services apart.<sup>3</sup>

Adding to this challenge is the reality that customers are still looking for a low-cost BSC partner. BSCs are left struggling to deliver improved cleaning performance while retaining low operational costs that protect healthy bottom-line margins. In fact, the same 2014 survey found that 84 percent of BSCs agreed that maintaining profitable margins will be an ongoing challenge in this competitive environment.<sup>4</sup>

**84%** OF BSCs THINK MAINTAINING PROFITABLE MARGINS WILL BE DIFFICULT

**HALF**

ARE HIGHLIGHTING ROI AS A KEY DIFFERENTIATOR

**1/3**

ARE STANDING OUT THROUGH SUSTAINABILITY

<sup>1</sup>ISSA "The Value of Clean": [http://www.ebssupply.com/files/7313/5879/3002/Value\\_of\\_Cleaning.pdf](http://www.ebssupply.com/files/7313/5879/3002/Value_of_Cleaning.pdf)

<sup>2</sup>HLW International LLP, "Buildings"

<sup>3</sup>[www.CMMOnline.com/BSC-Survey](http://www.CMMOnline.com/BSC-Survey)

<sup>4</sup>[www.CMMOnline.com/BSC-Survey](http://www.CMMOnline.com/BSC-Survey)

## BSCs Need Better Reporting

80%

of BSCs still rely on self-reporting & supervision



Only 1 in 10 BSCs use an analytics/data-gathering solution

## MOVING BEYOND ANECDOTAL PROOF OF PERFORMANCE

The cleaning service industry has been slow to leverage machine performance data and other fleet metrics to drive cleaning performance and results. The 2014 BSC survey found that only one in 10 BSCs, on average, use an analytics/data-gathering solution with their cleaning equipment. Instead, more than 80 percent of BSCs still rely on self-reported task checklists and supervision to verify performance.<sup>5</sup> To demonstrate the inadequacy of these methods, imagine a factory setting where a manager was tasked with gauging production volume by a) attempting to count all the units as he walks the production floor, and b) asking workers how many units they produced each day. The inaccuracy of self-reporting, and the reality of supervisors who simply cannot be everywhere and see everything, point to the need for a more objective, data-driven solution.

### A SINGLE SOLUTION EMERGES

The converging challenges of squeezing maximum profitability from tight margins while elevating cleaning performance to stand out in a crowded marketplace present an opportunity for a single, integrated solution. New technologies that deliver precise cleaning performance data enable BSCs to closely monitor key fleet metrics — from machine usage to critical alerts. This data can empower BSCs to identify trends and outliers, pinpoint opportunities for improvement and allow the tracking of increased productivity and lowered cost-to-clean. These same metrics provide clear proof of performance that creates the exact compelling differentiator a BSC needs to rise above the competition.

<sup>5</sup>www.CMMOnline.com/BSC-Survey

## HARNESSING THE POWER OF DATA TO DRIVE PERFORMANCE

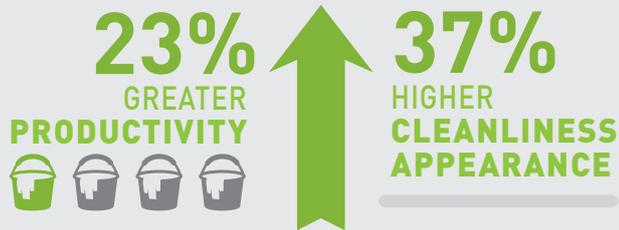
The robust usage data collected by today's asset management solutions provide an instant snapshot of fleet performance. But this data is just the starting point — the true potential of these solutions lies in the myriad ways you can leverage this data to develop new insights, identify opportunities and drive differentiators. Here are five critical steps to begin turning reliable data into powerful results:

### 1. COLLECT USAGE DATA TO DRIVE CONSISTENT CLEANING

At the most basic level, cleaning service businesses need an objective means to verify their operators are getting the job done, meeting cleaning contract requirements and delivering value to their customers. An asset management solution enables objective verification of compliance with cleaning contracts. Looking at machine usage data, fleet and site managers can monitor average daily usage and drill down to examine specific sites or machines to ensure consistent compliance with cleaning contracts across every site and every machine. Customers remember the rare bad experience more than years of reliable cleaning, so consistency is key for healthy customer relationships. Monitoring usage data, fleet managers can ensure every site receives consistent cleaning — day in and day out — driving the dependability of your cleaning services.

“NEW TECHNOLOGIES DELIVER PRECISE CLEANING PERFORMANCE DATA, ENABLING CLOSE MONITORING OF MACHINE USAGE, CRITICAL ALERTS AND MORE.”

DATA DRIVES RESULTS  
**FLEETS USING  
PERFORMANCE - BASED  
STANDARDS ACHIEVED**



**AND ALMOST 10% HIGHER**  
CUSTOMER SATISFACTION  
THAN FLEETS USING  
NON - DATA DRIVEN RESULTS

Though the industry has been slow to adopt this technology, forward-thinking leaders are already showing impressive results. A survey by *Cleaning Maintenance & Management* of nearly 400 facilities around the U.S. compared cleaning performance between fleets using traditional, non-performance-based standards and those using data-driven standards.<sup>6</sup> The data-driven fleets achieved nearly 23 percent greater daytime productivity, and an assessment of cleanliness appearance saw data-driven fleets score more than 20 points higher on the 100-point scale. Not surprisingly, the data-driven fleets achieved consistently higher customer satisfaction thanks to their more efficient and effective cleaning.

## 2. IDENTIFY OPPORTUNITIES TO IMPROVE PRODUCTIVITY & REDUCE LABOR COSTS

Labor has always accounted for a major portion of BSC operating costs, and BSCs responding to the 2014 Cleaning & Maintenance survey indicated that labor now accounts for almost half (48%) of all operating costs.<sup>7</sup> Finding opportunities to increase your labor productivity and reduce labor-related costs can create significant cost savings. By looking at machine usage data, BSCs can identify specific sites — or even specific machines and operators — that show below-average productivity. These outliers are prime opportunities to provide additional operator training, ensuring staff are proficient in operating cleaning equipment and familiar with best practices. This enhanced training boosts operator productivity to improve overall fleet efficiency.

<sup>6</sup><http://www.cmmonline.com/articles/230942-comparison-of-key-industry-performance-metrics>

<sup>7</sup>[www.CMMOnline.com/BSC-Survey](http://www.CMMOnline.com/BSC-Survey)

## 3. ENSURE HEALTH & SAFETY BENEFITS TO REDUCE LABOR COSTS

Ensuring optimal staff training not only improves overall productivity — it can reduce health and safety incidents to keep your staff safe and further reduce labor costs. In addition, many BSCs are now recognizing the value of sustainable cleaning technologies that reduce or eliminate the need for harsh cleaning chemicals and staff exposure to these potentially harmful materials, thereby mitigating health and safety risks for machine operators and other cleaning staff. Comprehensive fleet metrics enable fleet managers to ensure that these safe and sustainable cleaning technologies are being used — and used properly — to maximize health and safety benefits and prevent costly safety incidents.

## 4. LEVERAGE USAGE DATA TO OPTIMIZE FLEET SIZE & DEPLOYMENT

How do you know you have the right size cleaning fleet for your needs — and how do you ensure that your cleaning resources are where they are most needed? Under-utilized resources cut into your bottom line, but overworked machines and operators come with costly breakdowns and the risk of health and safety incidents.

Finding the right balance is a critical and incredibly difficult challenge for any fleet manager, as they oversee multiple sites and contracts, and manage the dynamic needs of each site. The usage data provided by an asset management solution delivers the information necessary to make these decisions. Fleet managers can monitor average machine usage across sites, identifying resources that are under- or over-utilized and re-deploying where needed.

This detailed data can also play a key role in contract bids and initial deployment planning for new business. By reviewing usage data from existing contracts, businesses can estimate equipment and resource needs for a new job, ensuring that initial deployment will be both cost-effective and deliver the strong first impression of exceptional cleaning performance.

## CONTINUOUS IMPROVEMENT THROUGH BETTER REPORTING

With complete visibility of your key fleet metrics, you can drive a continuous cycle of improved cleaning performance and reduced cost-to-clean.



### 5. ANALYZE YOUR DATA — FIND YOUR OPPORTUNITIES FOR IMPROVEMENT

For the operationally perfect cleaning business, an asset management solution simply provides a tool for demonstrating that perfection through data. But in the real world, even the most efficient cleaning fleets have flaws — and an asset management solution empowers you to identify these opportunities for improvement to continually enhance your cleaning operations.

This continuous improvement process begins with setting a baseline for your current performance. Monitoring fleet metrics like machine usage, you can quickly establish benchmarks against which to measure your improvement efforts. In most multi-site cleaning operations, a few leading sites will emerge — sites showing higher performance and/or lower cost-to-clean than the fleet averages. These high performers can be used as models for creating best practices, investigating differences in operator training, management/supervision, equipment and product usage, and identifying those practices that contribute to improved performance and/or reduced costs.

Looking at the problem from the other side, this same data can be used to find your low-performing, high-cost outliers — those that fail to hit cleaning contract standards or show inconsistent machine usage. With this data in hand, you can investigate the specific practices of these low-performing sites, provide additional operator training if necessary, and begin implementing the best practices gleaned from your high-performing sites, bringing these outliers up to par.

The downfall of many process improvement efforts lies in an inability to accurately track results and drive follow-through. Companies undertake costly process evaluations to identify opportunities for improvement and implement new processes — but lack the means to gauge their effectiveness. A comprehensive asset management solution provides the framework for a complete improvement process, as the very same data and metrics which enable you to identify needs and develop best practices provide the yardstick to measure consistent improvement and overall success.

### CONNECT CLEANING PERFORMANCE WITH END-USER VALUE

Today's enterprises and organizations have grown wise to the deeper benefits of clean facilities — from brand enhancement to reduced health and safety costs. But connecting the consistent performance of your cleaning fleet to these customer benefits remains a key opportunity to make a major impression with both existing and prospective customers.

With the cleaning performance data of an asset management solution in hand, other end-user metrics such as customer satisfaction or building occupant surveys can be cross-referenced to illuminate the connection between outstanding cleaning performance and increased end-user satisfaction. To go beyond subjective customer satisfaction ratings, customer data on health and safety incidents and related costs — from absenteeism to legal costs — can be used to demonstrate how consistent facility cleaning can increase workforce productivity, reduce related labor costs and protect organizations from legal risks.

By effectively connecting the proof-of-performance data of an asset management solution with these other end-user/customer metrics, cleaning service businesses can clearly show their customers that clean facilities are not cost-centers — clean facilities can truly be revenue generators.

## CONCLUSION: LEVERAGING DATA TO GROW PROFITABILITY

The increasing demands on the cleaning service industry create the dual challenges of demonstrating exceptional cleaning performance to stand out amid tough competition, while growing bottom-line margins with efficient operations and lowered cost-to-clean. The powerful capabilities of new asset management technologies provide a single solution for accomplishing these objectives. Equipped with comprehensive fleet metrics including detailed machine usage, fleet managers can drive consistent cleaning performance and demonstrate exceptional cleaning value, creating a compelling differentiator to win cleaning contracts with existing and new customers. This same powerful data empowers fleet managers to optimize the deployment of cleaning resources to maximize cleaning efficiency, reduce labor costs by providing productivity-boosting training and decreasing costly health and safety incidents, and ensure less operator misuse to protect their equipment investment. Leveraging the robust potential of an asset management solution, the forward-thinking cleaning service organization can successfully and simultaneously maximize bottom-line margins and enable top-line growth to drive significant profitability gains.

“CONNECT YOUR CLEANING PERFORMANCE DATA TO YOUR CUSTOMER’S END-USER SATISFACTION AND SAFETY DATA TO ILLUMINATE THE BROAD VALUE OF CLEAN FACILITIES.”

### READY TO ELEVATE YOUR FLEET PERFORMANCE?

Contact a Tennant specialist today to learn how the IRIS Fleet Manager solution can enhance your cleaning performance, reduce cost-to-clean and help your fleet stand above the competition.

**0800 111 4402** (LOCAL RATE UK ONLY)  
**OR 01604 583191**  
**[www.tennant.co.uk/iris](http://www.tennant.co.uk/iris)**

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