



Outsourcing for Quality

How KBS worked with national retailer to improve quality through efficiency

In the challenging world of retail sales, customer experience is key. KBS partnered with a large, national retailer to improve its in-store shopping experience through an enhanced cleaning program that could be executed efficiently on a national scale.

After a c-suite changeover and evaluation of sites, the retailer's leadership team recognized the need to bring consistency to cleaning operations across its 350+ locations nationwide. The team also needed to meet tight budget constraints as they, like all retailers, face increased competition from discount brands and online outlets.

Recognizing Consistency & Quality

The client put these challenges forward in an RFP in order to find a partner that would offer national footprint, economies at scale, and high levels of quality control. The ideal partner would not only deliver cost-savings, but would also work as a true-partner to develop best practices, evaluate

equipment and could offer flexibility to adjust on the fly as the program was developed. A 120-day competitive pilot with clear KPI's was awarded to 2 national vendors, after which KBS was selected for the full award.



KBS found efficiencies through cross training, refining the functional schedules, equipment replacements and staff normalization.

Leveraging Existing Personnel

After the contract was awarded, KBS partnered with the retailer to offer employment to existing staff. Some of these staff were re-purposed to other positions within the retailer's business, while the majority were provided with a dedicated KBS email address and phone number to apply. KBS collected, disseminated, and communicated information on these potential employees to their respective regional zone managers. If the prospective

employee were interested in employment and could pass the necessary drug and background checks, they were offered positions at the appropriate KBS pay rate. On average, 70% of the retailer's ex-employees applied for positions, and approximately 80% of those were hired. While churn after 90-days was significant due to the more rigorous and supervised cleaning regimen, KBS was able to fill these positions quickly with qualified personnel.

Training For Efficiency

The KBS training program developed specifically for the client was key to maximizing efficiency. KBS trained team members on basics such as chemicals and equipment usage, but also focused on more complex management strategies.

One example of one of these strategies was functional scheduling. This strategy allotted employee shifts into compartments of time and focused on specific areas of the store they were responsible for. This created a more efficient process in time-management and provided the cleaners with clear direction on the scope of work. Training from basic job functions to more complex management strategies helped the retailer increase its quality while also maximizing efficiency.



KBSforce™, a proprietary software platform, helped track and report on all KPIs for accountability and continuous quality improvement.

Standardizing Equipment

Evaluating and maximizing the retailer client's current equipment infrastructure was another key element of success. Of the stores that had equipment, most were buried deep in storage and had not been used for an extended period of time. Many stores, however, had no equipment at all.

At the kickoff of the program, KBS sent in tech experts to evaluate the equipment condition and make recommendations for repairing or replacing various pieces. Photographs were taken of the equipment, including serial numbers for better tracking. Repair work orders were gathered and managed by the dedicated KBS team. Where necessary, new equipment was approved by retailer, purchased and delivered by KBS. This exercise ensured that new items were tailored to the needs of individual stores and generated maximum production rates.



A Smooth Transition

KBS conducted the transition from self-perform to an outsourced model in phases. The top 10% of stores by purchase volume were among the first to transition with the second phase seeing the remaining store move to the new model. KBS assigned a Strategic Account Manager (SAM) to lead in this effort. The SAM, a senior dedicated KBS resource working directly with the retailer's senior facilities leadership team served as a valuable liaison with the KBS senior operational team. The SAM conducted daily operational and customer service calls with internal staff from 2-weeks before start date through the first month of service. After this successful period, calls were

reduced to twice weekly, eventually scaling down to touching base once weekly. The major KPI's established were the KBS ability to track and report employee churn, on-site attendance, response time to reactive work orders and customer satisfaction scores through audits. KBSforce™, a proprietary software platform, helped track and report on all of these KPIs helping with accountability and continuous quality improvement. While the initial spend was not cost neutral, over the course of 6 months KBS was able to find efficiencies through cross training, refining the functional schedules, equipment replacements and staff normalization.



Significant Improvements

In the initial phase of the project, major areas of focus such as fitting rooms, cafés and entrances realized significant improvement in audited quality scores. Once the project was completely underway, customer satisfaction scores increased slightly, however once the questionnaire was modified to be more cleaning-centric, improvement was over 100%.

All KPI's have continued to be tracked and reported on a quarterly basis to client. The partnership has grown significantly due to the pandemic crisis as KBS partners with the client to help ensure that customers and employees feel safe in retail environments.



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About KBS

Kellermeyer Bergensons Services, LLC ("KBS"), is a trusted partner to leading operations and facility managers across 75,000 client locations throughout North America. We provide essential facility services that keep businesses operating healthy with scalable solutions customized to meet specific requirements.

Our expertise and technology enable our clients to anticipate issues, ensure quality, and maximize efficiency. With decades of deep experience in cleaning, including being on the front lines throughout the COVID-19 crisis, KBS is committed to partnering with clients to Stay Ahead of the Curve™ with the latest advances for maintaining healthy operations. For more information, visit www.kbs-services.com.