Cleaning Excellence
ISS Service Excellence
Cleaning The ISS Way

The global cleaning market is growing by 4-5% annually and today, Cleaning Services represent more than 50% of our annual turnover.

ISS has been the global leader in the cleaning business for the last 10 years and has constantly outgrown its competitors by delivering a professional product. That is why it is important for us to continue developing our approach to excellence in both performance and quality.

Cleaning Excellence is the result of a systematic re-engineering of our cleaning approach that enables us to bring an even more efficient and lean cleaning concept to market. As a global organization, ISS enables each business unit to benefit from the experience of others, helping them to become even more attractive and competitive, and showing the market that we take our leadership role seriously – even after so many years in the driver’s seat.

Making excellence easier

True excellence is based on planning as the result of a systematic analysis of work methods, tools and training. It is about making more of what we already have while enhancing employee capability and job satisfaction. And it is about forging unbreakable links with satisfied customers.

The purpose of the Cleaning Excellence programme is to help us achieve all of these targets. By joining this programme you will learn how to make Cleaning Excellence a standardized part of your business. And you will find that Cleaning Excellence translates into growth, both on the top and bottom lines.

A process of involvement and training

This systematic approach of Cleaning Excellence is based on new methods, standards and processes. In the implementation and adaptation phase, it involves all levels of the organization from senior management to cleaning practitioners in a comprehensive testing, training and deployment programme.

Cleaning Excellence is one of a raft of new initiatives designed to improve our overall business performance by helping you to improve yours. I trust that you will implement the Cleaning Excellence approach and support the programme.

Jeff Gravenhorst
Group Chief Operating Officer
Boost your cleaning business performance

Cleaning Excellence was established as an international ISS project in 2005 as an internal efficiency and optimization initiative.

Today, Cleaning Excellence has become The ISS Way of delivering cleaning services in the form of a standardized operational model that helps you boost your cleaning business performance. Cleaning Excellence brings ISS at the forefront of development by delivering measurable results using professional tools and methods.

**Cleaning Excellence include**

- Conceptualized methods
- Professional tools & material
- Planning & Calculation – time/cost based on key figures
- Training in all elements

**Cleaning Excellence lets you**

- Involve the operational people
- Ensure full backing from Country Manager
- Work with short deadlines with clear actual milestones
- Secure clear mandate in country
- Make plans for the next level roll out in county
- Ownership in the country is key!
  - We support but, we are only in for a short period

**Customer benefits**

- Professional cleaning service enhancing their image
  - Documented chemicals and equipment
- Improved and uniform level of hygiene and cleanliness
- Consistency in service level and quality
- Sustainability initiatives at site level
  - Reduction in water consumption
  - Less or green chemical usage
  - Reduced waste
Working with Cleaning Excellence

Our ambition is to build local competence that enables successful implementation in the local organization and delivers results. A Global Cleaning Forum guides overall development and builds the strategic fundament for Cleaning The ISS Way.

The Cleaning Excellence concept includes four elements,

1. SimISS Calculation – full control of production cost
SimISS is our corporate online calculation tool that provides a foundation in worldwide experience in transparency and cost control for you to build on. By identifying targets and determining how to measure performance against these, you make sure not only that you can compare your results in relation to targets, but that you can also identify and resolve any issues along the way. In addition, you will probably find that measuring against the robust benchmark figures provided by SimISS will reveal new opportunities for optimization.

2. Conceptualized methods
These are based on worldwide Best Practice and lean mindset to optimise in quality, planning, and internal efficiency. Our work flows are basis for all training.

3. Professional cleaning materials
Cleaning Excellence employs a professional range of carefully selected tools and cleaning materials for the sake of our employees, the environment and efficiency. We have also chosen to partner closely with a single global supplier in order to drive quality and continuous innovation of equipment, tools and products used in our daily cleaning service. This also means an internationally documented and harmonized product range as well as high levels of service and efficient delivery.

4. Sustainable Quality
Our customers’ main interest is access to a cleaning provider that delivers the required quality at the right price. Sustained quality over a longer period of time is one of the things that differentiate ISS from its competitors. Providing a professional cleaning concept to our customers means documenting work performance in relation to the Service Level Agreement and quality standards agreed in the contract. Quality documentation makes Cleaning Excellence a powerful tool for forging deeper relations with individual customers who may want to expand their portfolio with other aspects of ISS Facility Services.

As one of the Corporate Excellence Centres, Cleaning Excellence will continue to develop these four elements.
Implementing Cleaning Excellence

The process of adopting Cleaning Excellence has already been tried and tested in a number of countries. This means that you can expect to harvest the first fruits just 4 to 6 months after deciding to go ahead. The full programme takes from 10-12 months.

The first step is to initiate the project and secure commitment in the country organization. The next is the analysis phase and preparation of an action plan. This will provide the foundation for a working model and the implementation plan enabling the project team to implement Cleaning Excellence by involving relevant people throughout the organization.

Documenting the performance of Cleaning Excellence at the customer site is important both to ISS and to each customer. Part of the programme is to implement it at 5 pilot sites in order to establish proof of concept as a platform for ongoing successful implementation of Cleaning Excellence in your country.

Project resources
Top management support and commitment are vital for the project to succeed, which is why they are represented in the local project board.

A competent and committed project manager must be appointed to assume overall responsibility for local planning and implementation of Cleaning Excellence.

Efficient planning and calculation are the backbone of Cleaning Excellence. SimISS is thus a crucial tool requiring the necessary resources.

The corporate Cleaning Excellence team will support you through the entire process and you will be allocated your own Cleaning Excellence team to guide you through the programme.

Local project organization
Making a difference – between you and your competitors

ISS Israel had no qualms about investing in new materials, equipment and cleaning agents at the pilot site in spite of the higher cost compared to what the company had been used to paying.

The decision to implement Cleaning Excellence had been followed up by a detailed roll-out plan focusing on communication of Cleaning Excellence to the entire organization, assuring everybody's acceptance and commitment, and adoption of training programmes for all employees.

Enthusiasm and commitment
“We were eager to start,” says Eitzik Sabag. “We had identified five pilot projects and found from the very start that our customers were not only interested, but also eager to learn more about our new way of delivering professional cleaning solutions,” Eitzik Sabag, Country COO, ISS Israel, explains.

Powerful advantages from the very start
One of the most valuable commodities in Israel is water and customers were immediately attracted by water-free cleaning methods, which are part of Cleaning Excellence.

“Another major advantage for us is the fact that Cleaning Excellence has resulted in increased employee satisfaction resulting from chemical-free cleaning methods. This means not only highly trained, but also highly motivated employees leading to greater stability and productivity,” Eitzik Sabag continues.

Originality and innovation
“We have learned to think differently and to work differently. And so have our customers. We find it easy to talk to prospective customers who are not only interested, but also very cooperative and willing to invest in technical solutions needed to activate Cleaning Excellence equipment,” Eitzik Sabag concludes.

In Israel, Cleaning Excellence has elevated cleaning solutions to a new level that earns the admiration and respect of private companies and organizations, and public institutions. ISS Israel has used original thinking and innovative change brought about by the implementation of Cleaning Excellence to earn its place as the premier choice for the delivery of professional cleaning solutions.
Getting the most out of a strong brand

With its 9,500 employees, ISS Austria covers the entire country, delivering Integrated Facility Services including cleaning, maintenance and security solutions to local, national and international companies and institutions. The company has rolled out Cleaning Excellence in all 5 regions in Austria and has experienced good results which it is constantly finding ways to improve.

Making the most of a high-value brand
Cleaning Excellence has served to underline the systematic approach of ISS to cleaning services in order to exploit the high value of the ISS brand. “Cleaning Excellence has become an important tool in our efforts to sustain and enhance customer loyalty and when negotiating contracts with new customers,” says Reinhard Poglitsch, Business Development, ISS Austria.

Committed customers
Cleaning Excellence enables ISS in Austria to achieve a higher level of customer commitment. “Our customers know that they are served by better trained people using the latest equipment, methods, and the latest technology. That translates into better cleaning results, not just at the start of a contract, but all the way through to the time for renegotiation,” says Reinhard Poglitsch, Business Development, ISS Austria.

Committed managers
While there was 100% support from top management, there is always resistance elsewhere to changing something that already seems to be working. ISS Austria used a carefully prepared rollout plan to overcome resistance to change by inviting everyone involved to buy in and discover new opportunities and advantages for themselves.

A new way of thinking
“Probably the most important initial result from Cleaning Excellence at ISS Austria is transparency that gives us a complete overview of production costs at each customer. This translates into objective understanding and proactive actions. Now everyone is keen to find new ways of improving performance in spite of the fact that we are already the most professional provider of cleaning solutions in Austria,” Reinhard Poglitsch concludes.
The Cleaning Excellence Team

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Create a platform for understanding  
- Access information about management processes and understand the requirement to change

Establish a base of proven knowledge  
- Attend the ISS Academy (share Best Practice)

Deployment  
- Use global knowledge in your own environment adapted to your local situation

Applied Learning  
- Establish an ability to do it yourself and re-apply learning