ARE YOU HIDING FROM YOUR WASHROOM CHALLENGES?

Perfecting the washroom environment

How to evolve your washrooms as a key business asset

The workplace has evolved, with increasingly diverse needs and expectations of office users. The FM industry has always kept pace with these changes to deliver increasingly sophisticated operations at client sites.

But what of the humble washroom, visited up to five times by each building user every single working day? This is also the place many visiting clients will go to first, making it a critical tone-setting asset that few businesses can afford to overlook.

To maximise service value, continuous improvement at sites must also now include perfecting the washroom environment.

Through our unique consultative Washroom 5D programme, we are enabling FMs to do exactly that by perfecting washroom environments and turning them from 'necessary costs' to opportunities for competitive differentiation.

Our decades of experience in global washroom innovation have helped us create a simple but powerful model that evaluates the washroom in the five dimensions that really matter: Cleanliness, Hygiene, Efficiency, Sustainability and Satisfaction.

We would like to share this Washroom 5D approach with you. By sharing our thinking, insight, process and success with you, we can demonstrate how an even smarter use of products, combined with unique insight and experience, can ensure that your washrooms are better supported than ever and that they give all your building users the experience they should expect.

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Why is the washroom important?

Making the washroom a better experience can be business-critical, because the washroom is a key indicator of business values and performance both internally and externally (see Fig. 1).

After all, washroom-related problems are among the leading labour and cost drivers faced by Facilities Managers, so it's vital to move away from reactive quick fixes and uncover the hidden opportunities.

Recognising and fulfilling this untapped potential – connecting the strategic needs of the business with the washroom – is at the heart of Washroom 5D.

"The Washroom 5D process helped me understand where I was taking care of my tenants' and employees' health and well-being, and where I could improve."

5D Global Pilot Site Facility Manager, May-Nov 2015

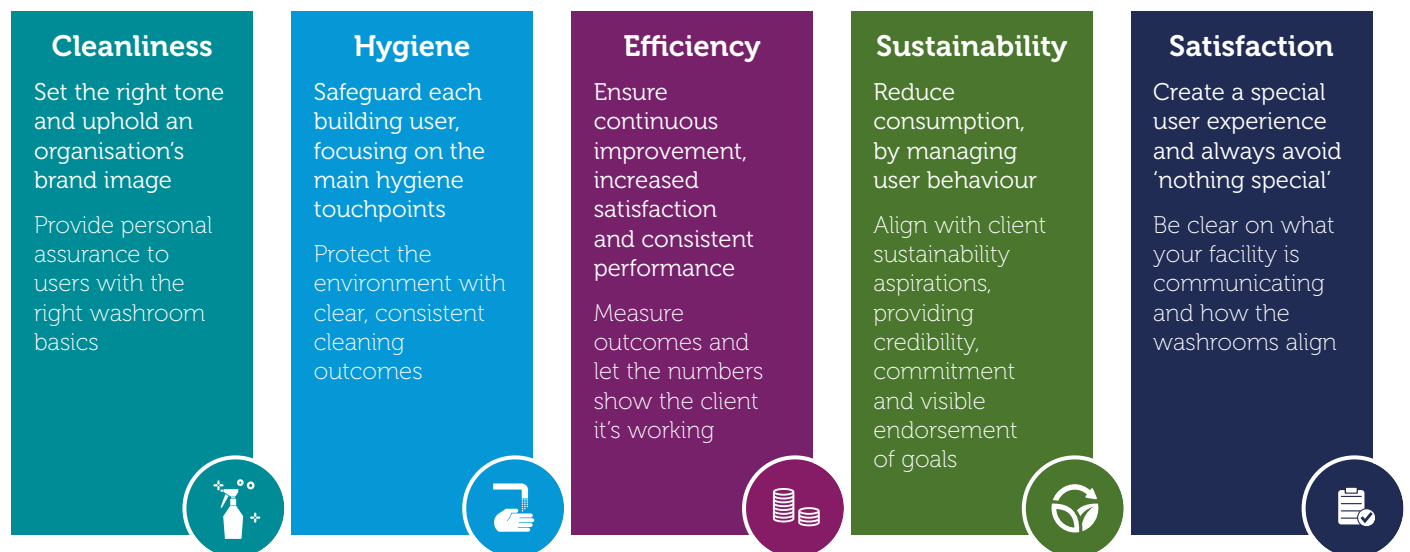| Statements about the washroom	Agree
There is 'nothing special' about the washroom	71%
A poor washroom equals poor facility management	73%
Washroom conditions reflect how much my organisation cares	61%
The washroom is a reflection of my company's image	50%
I am sometimes concerned about the washroom cleanliness	48%

The average worker visits their office washroom 1,150 times a year

Fig. 1 The vital importance of the washroom to business. Kimberly-Clark Professional Challenger Omnibus Survey, April 2014

Washroom 5D: a new dimension of thinking for FMs

Washroom 5D is a unique, consultative approach to perfecting your washroom environment. It's a methodology that combines our unrivalled washroom experience, process improvement expertise (based on 'LEAN' principles) and world-class products, to deliver continuous improvement by driving user experiences and efficiency as one.

As the name suggests, Washroom 5D has five critical perspectives that have been considered and balanced to ensure we are always focusing on where value can be added, and where unnecessary waste can be removed. The five dimensions are:

Cleanliness
Set the right tone and uphold an organisation's brand image

Provide personal assurance to users with the right washroom basics

Hygiene
Safeguard each building user, focusing on the main hygiene touchpoints

Protect the environment with clear, consistent cleaning outcomes

Efficiency
Ensure continuous improvement, increased satisfaction and consistent performance

Measure outcomes and let the numbers show the client it's working

Sustainability
Reduce consumption, by managing user behaviour

Align with client sustainability aspirations, providing credibility, commitment and visible endorsement of goals

Satisfaction
Create a special user experience and always avoid 'nothing special'

Be clear on what your facility is communicating and how the washrooms align

Washroom 5D results in an improved washroom, a more effective and rewarding business environment, and the best possible value for you and your clients.

Go and see potential problem areas

Washroom 5D enables FMs to support clients in a way that nobody else can. It is not based on product solution assumptions, but on first-hand analysis of potential quality issues, inefficiency and gaps in user experience. It's driven by a targeted site analysis that enables us to recommend and deliver a set of solutions tailored to your unique processes; a 'Go-and-See' approach, which:

- Reveals hidden opportunities and connects them to products and behaviour

- Enables you to proactively support clients through benchmarking and best-in-class insight

Crucially, this usually won't require wholesale changes. Instead, it pinpoints and improves underlying issues while minimising knock-on effects, using a simple *discover, compare, improve* approach.

A new way to *discover, compare* and *improve* – and deliver big gains

We have created Washroom 5D as a way of helping you see things differently – we find hidden opportunities nobody else can. We work with you and your team to discover what is getting in the way of value, compare your environments with best practice, and improve to make big gains.

"The washroom can make or break an account. A bad washroom suggests there are other cracks in the facility management to be uncovered."
BOMA focus group FM

How Washroom 5D works to discover, compare and improve

Our global experience with high-performance facilities has enabled us to develop a proven best-practice approach with tried-and-tested improvement techniques that deliver clear gains in operational efficiency and user experience.

Discover
- Initial engagement and site analysis walk
- The right measurement tools

Compare
- Gaps and opportunities
- Benchmarking against other sites

Improve
- A practical, actionable recommendation
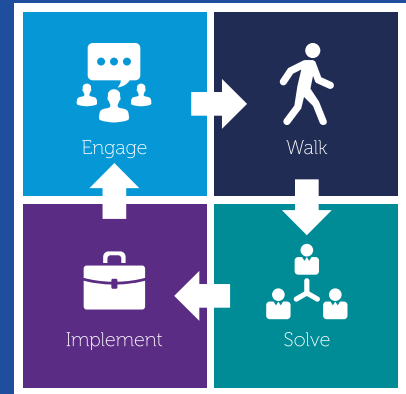- Supporting throughout implementation

Fig. 2 The Washroom 5D approach from engagement to implementation

Always ask 'why?'

'Why?' is the most important question we ask: breaking down problems into constituent parts, highlighting issues and connections that might be missed, so each can be addressed. And it's worth involving building users in the solution. Of course, perfecting your washroom environment requires more than just asking one question – it's building up a larger picture of understanding where improvements need to be made.

This is where our five dimensions are key. By attacking each area separately, and looking at how elements connect, we ensure that vital analytical questions are asked in the correct way to reveal the best next steps for your washroom environments.
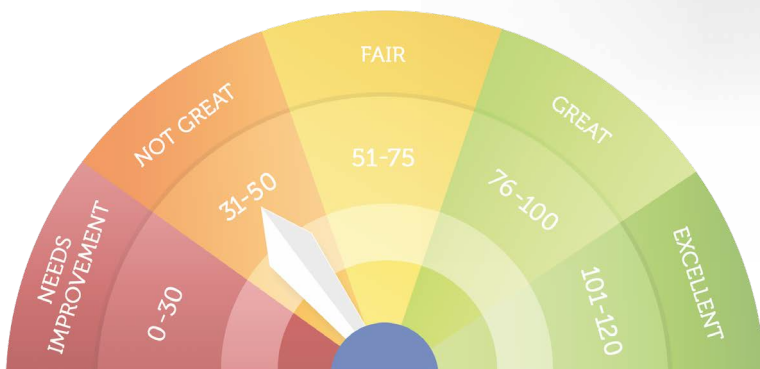
Cleanliness

Checks: How often is cleaning measured and adjusted (time, frequency and consistency)?

Variance: Are all washrooms (public, executive) cleaned the same way?

Deep cleaning: How often do you conduct deep cleaning rather than visual cleaning (which may expose you to gaps in hygiene, etc)?

Common issues: How often do you encounter common issues to do with mess, such as soap drip and water spillage?

Chronic problems: Are there any chronic washroom problems, such as toilet blockages? Do you understand the root causes of these issues?

Hygiene

Wellness: What kind of health and wellness policies are in place?

Hand hygiene: Is hand hygiene encouraged? What's the contagious illness policy?

Odour: How often do your washrooms have noticeable odour issues and what are the leading causes?

Protection: Is appropriate protection, such as gloves, provided for your cleaning team?

Contamination: What processes do you use to minimise cross-contamination?

Efficiency

Process: What cleaning protocols do you train and reinforce? Do you practice LEAN?

Product consumption: Do you measure product consumption rates and understand how they vary by time or by washroom?

Product waste: What are the most common factors leading to product waste such as paper left on roll?

Refilling: How often are dispensers filled or topped up? How long does it take? Does it vary by floor or washroom?

Task type: How much cleaner time is spent performing routine tasks versus value-adding cleaning tasks?

Sustainability

Strategy: Is green certification or a 'sustainability mission' part of your plan?

Sourcing: Do you have a commitment to sustainable sourcing and how are you achieving that?

Waste reduction: Are active waste reduction efforts in place (eg recycling or landfill reduction)? Are they working?

Building technology: Is the building using smart systems to conserve energy, such as sensor-based HVAC and lighting?

Other initiatives: Do you have other inventive sustainability initiatives at sites, such as composting waste?

Satisfaction

User experience: What type of washroom experience do you strive to create?

Complaints: What are the most common washroom complaints you receive? What systems are in place for notifying and recording?

Feedback: Do you get any real-time feedback from building occupants? What detailed washroom feedback do you ask for?

User type: What is the gender, culture and age mix of the office? Are you fulfilling their needs?

Attractiveness: Is the client focused on attracting / retaining talent, such as part of a 'Top 100 Companies' strategy?

Walking and talking

Our Washroom 5D approach is proactive and based on primary insight and experience of your business and washroom environments. Our first step is to conduct a site assessment walk that helps you look at things differently and ask some key questions. This enables us to immediately raise and analyse issues, and more rapidly find hidden value areas, wastes and opportunities that others who do not take this on-the-ground, expertise-driven approach cannot. As part of the site assessment walk, we will also interact with building users where appropriate to quickly find answers to wider problems.

The key to improvement: benchmarking and analysis

Washroom 5D combines observation, benchmarking operations and user experience to make the best recommendations to you and your clients. No global organisation is benchmarking operations standards or user experience in the washroom – even though it is one of the leading causes of tenant complaints.

We will set out with you how to benchmark, measure and analyse your facilities effectively:

Who

- Choose a client who is striving for washroom improvement – or the underlying value opportunities this can bring

Where

- Identify problem washrooms and compare with average washrooms

Measure

- Visitor satisfaction with the washroom experience
- Washroom traffic
- Cleaning / restocking protocols and budgets
- Building occupant perceptions and expectations

Combine

- Benchmark data with site assessment findings

We can measure washroom satisfaction from a number of perspectives. These include initial site surveys to understand specific washroom complaints and expectations.

These are then measured against actual user experiences, with 'Happy or Not®' terminals installed within problem washrooms. Results from the terminals are collated in real-time too, to support fast, proactive response.

We also measure actual washroom traffic, using door counters, to ascertain volume and pattern analysis. This can help hone cleaning processes and timings.

We will calculate your washroom efficiency, to highlight gains, including savings in product costs and cleaning team refill / dispense times.

Finally, we combine benchmark data with site assessment findings to create a detailed, accurate picture – and recommend the best possible next steps. Throughout, we look at the real challenges, asking why issues are occurring.

Uncovering small details to make big gains

It is often in small details where the big gains can be found, as we have seen with many of our own FM clients. There are three basic principles that hold true with Washroom 5D:

1. Don't solve the symptom, solve the root cause

2. Just because it's there, doesn't make it right

3. Complex problems may have simple solutions

Our site assessment walk and other aspects instead focus on small details and forgotten, long-standing or accepted problem areas, where hidden opportunities for improved experiences and productivity usually lie.

The Washroom 5D approach then asks questions that uncover better ways of doing things – to optimise resources, improve efficiency and experience, and maximise standards.

Pinpointing where productivity and efficiency can come together better

The problem:

Too many service visits

The detail:

Improved dispensing systems

The gain:

- **Waste down 12%**
- **34% increase in cleaning efficiency**

The problem:

Blockages

The detail:

Root-cause analysis identifies problem washrooms

The gain:

- **60% reduction in problems**

"[Through Washroom 5D] We've escaped from pure cost competition."

5D Global Pilot Site Facility Manager, May-Nov 2015

Please rate your washroom experience

WASHROOM 5D

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Introducing the Washroom 5D approach to your facilities

We will be a fresh set of eyes to identify the best ways to realise immediate benefit for you and your client.

- To reduce costs
- To improve workplace satisfaction and, therefore, productivity
- To protect and enhance a brand
- To create the best possible facility for your building users

Through Washroom 5D, Kimberly-Clark Professional will help you design experiences, use products, and perfect environments for your customers and business.

What to do next

Your washroom environment is a potentially valuable business asset, with even the smallest details sometimes having a major impact on quality, efficiency and even safety.

If some of the issues discussed here have resonated with you, we would be happy to put our Washroom 5D approach into practice on your site.

To arrange a site assessment walk, or simply to have a conversation about how we can help you, just get in touch.

WASHROOM
5D

■ Cleanliness.
■ Hygiene.
■ Efficiency.
■ Sustainability.
■ Satisfaction.

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