

**12th Annual ISM Services Conference  
December 1, 2011**

**Roundtable Notes**

*Janitorial/Housekeeping*

**Challenges**

- Accurate detailed scope of work.
  - Standardize
- High turnover/poor on-site management adds to unhappy management and service. “You get what you pay for.”
- Lack of national suppliers!!
- Sourcing model:
  1. Hybrid: corporate and site
  2. Centralized
  3. Cost per square foot
  4. Volume incentives
- Lessons learned
  - Start small and regional on a centralized supplier model to get buy-in from the local sites phased approach.
- Risk mitigation/performance management
  - Stern contract language.
- Best practices
  - KPI's/metrics to gage supplier performance.
  - Compliance to contract database; scoring (trends, data share across company).