



Case Study

A leading multiplex in the country was looking for a qualified housekeeping service provider to manage its operations. The multiplex chain had 50 screens and a seating capacity of more than 10000 people. The multiplex had executive housekeepers on its role and availed services of a third party contractor to manage the operations. The company was in an expansion mode and was planning too many new multiplexes in other cities.

Facility management is very critical for a multiplex chain. Managing operations is equally challenging. The key issues in managing the operations were as follows.

- The cleaning time between two shows was between 5 – 10 Mins .(two small for a 200 capacity Audi)
- Footwalls during the weekends at the multiplex was high (more waste generated , high cleaning requirement)
- Removal and disposal of all kinds of waste – (tea cups, popcorns, beverages, etc.)
- Manpower attrition at the sites was high – (demanding work environment, no time to rest for the employees during the 8 + 1 Hr shift).
- Everything needs to be cleaned at any given point of time (Between 10 am to 1 .00 am)
- Customer need t o have a very pleasant experience during their stay (they need clean chairs , rest rooms , food court , common areas-)

Preliminary investigations after conducting a time and motion study and discussion with the existing staff suggested the following

- High employee turnover, low employee moral and lack of training.
- Poorly Organized shift timing and work schedules.
- Daily deep carpet cleaning in the night for all the auditoriums – stain removal with the existing machine is difficult.
- Excessive consumption of cleaning chemicals and people related consumables.

Avon FMS was awarded the contract for turning around the housekeeping operations for the facility. Avon conducted a detailed exercise in understanding the site details. The team spends close to a week's time doing time and motion studies at the facility. Our understanding about the situation was

- The shifts were poorly structured – they had five shift timings, shift transition was difficult, shifts for existing employees were generally extended in case of no shows, absenteeism of the new shift employees, getting replacements for odd hr shifts was difficult.
- Manpower planning was incorrect – work load to manpower available was poorly planned
- Night shift employees were used to cleaning each Audi independently – difficult to track movement and conduct quality checks on the work
- People movement was not smooth at the time of Audi cleaning between two shows – the supervisor took his time to gather people at the time of audit cleaning from different work areas.
- The chemicals were not tracked properly and few of the employees were not aware of the dilution ration.
- People related consumables were used by employees and support staff like the security guard and the pantry staff during the night hours

Based on the observations stated above the transition team From Avon Suggest the following steps to stream line the operations and reduce costs

- The shift timings were restructured into three shifts from the existing five
- Based on the time and motion study Job cards were prepared for all the employees
- The manpower requirements were reduced by 20 %.
- Each of the employees was trained on the Specific job cards.
- Common area cleaning was separated from the Audi cleaning and dedicated team was devoted to clean the Audis during the show breaks.
- Night shift employees were advised to clean one Audi at a time – (the supervisor would get an opportunity to inspect the Audi, the team could rest for a short duration before taking up the next Audi)
- People related consumables like toilet and tissue rolls were removed after the last shows and placed back before the first show (to avoid misuse)
- Night shift employees were paid higher salaries than the regular employees to ensure stability (Carpet and chair cleaning in the night is critical as that cannot be deep cleaned during the day)
- Productivity and service quality was enhanced by stationing employees in the vicinity and keeping a back up manpower ready to tackle attrition and absenteeism
- Employee related initiatives like R & R Programs to curtail employee attrition and boost employee morale.
- Weekly training and site audits to check the progress and bridge the training gaps.
- Seasoned supervisory staff was provided to ensure service quality.

The multiplex achieved

1. Reduced cost on manpower and consumables
2. Increased employee productivity and satisfaction
3. Superior quality service from AVON FMS.