

Seek Power in Numbers

Assess your business using data from novice and veteran service providers

By Kelly F. Zimmerman

There is a never a bad time to start a cleaning business, according to Tim Conn, president and co-founder of Image One Facility Solutions. “Just about anybody with the right motivation and business plan in place can do it,” he says.

Conn has been in the cleaning industry and in janitorial operations for more than 30 years, and has gone from servicing a family-owned commercial office building to owning a franchise branch to starting his own national franchise company.

The commercial cleaning industry is full of go-getters like Conn, whether they are operating a business that’s part of a franchise or an independently run company. “The great thing about our industry,” Conn says, is that you can be a small mom-and-pop company doing the work yourself, a midsize business with a dozen employees, a large corporation with hundreds of employees doing the cleaning, or part of a franchise system. ... No matter what you are looking to achieve, there is a vehicle in this industry to get you [there].”

According to CMM’s 2017 *Building Service Contractor (BSC)/Contract Cleaning Benchmarking Survey*, lots of BSCs in the industry are on the road to success that Conn mentions. About 47 percent of survey respondents reported an increase in their gross margins from 2015 to 2016, and only 2.7 percent reported negative growth in their sales. Additionally, about half of surveyed BSCs said they plan to expand/diversify services in the future to improve their competitive position.

Leverage experience
to lock in new business
and don’t sell
yourself short.

The Secret to Success

Based on responses from professionals whose organizations provide contract cleaning services, experience and reputation were the keys to unlocking success for nine-in-10 respondents. Coming in with the lowest bid only reaped positive rewards for one-in-10 service providers. So, what’s the message behind this data? Leverage your experience to lock in new business and don’t sell yourself short.

At the end of the day, there is always the option to go in with a low bid, but is it worth putting your reputation at stake? While Conn says offering a competitive price is important, “don’t focus on being the lowest bid on the block. There will always be someone who is willing to outbid you—and you may very well end up sacrificing quality when trying to differentiate only through the price on your quote.”


Beating the Challenges

Challenges for BSCs don’t really shift much from year to year. Employee retention, maintaining profitable margins, and locking in new business have been a top of area of concern to a large extent

for at least three years in a row. With 91 percent of new business coming from organizations replacing another BSC/janitorial firm, it only seems to make sense that BSCs struggle with maintaining clients and profits, as well. Despite the positive profit margins reported earlier in this article, other data seems to imply a revolving door of clientele.

According to Joel Craddock, CEO at Doc’s Facilities Consulting, Inc. and a master trainer for the Cleaning Management Institute, training could be a solution to easing these challenges. “If companies would do a better job of screening and training their staff, they would retain a better than average number of clients.” For those who are looking to take Craddock’s advice, look to cmmonline.com/topics/training for information you can take back to your facilities and apply to your teams.

Assess Your Competition

More than 260 BSCs fully completed this year’s BSC/Contract Cleaning Benchmarking Survey. For more information on how other BSCs across North America are conducting business, visit cmmonline.com/bsc-survey-2017. 



Kelly F. Zimmerman is managing editor for Cleaning and Maintenance Management. She can be reached at kelly@issa.com.

5 Facts About Your Fellow BSCs

How do you
measure up
against the
competition?



EXPERIENCE

The industry is full of veteran contract service providers.

01

Only 12 percent of BSC respondents have been in business 10 years or less. As many as 45 percent have been in business for more than three decades.



SERVICE AREA

Many BSCs operate locally.

02

50 percent service an area within 100 miles of their headquarters. However, 21 percent operate within a regional area of the United States.



FOOTPRINT

BSCs are stepping it up.

03

More than half of BSCs clean at least 1 million square feet per month. Almost one-third clean at least 5 million square feet on a monthly basis.



STAFF SIZE

Staff sizes range from small to large.

04

One-quarter of respondents have a staff of less than 25 employees; however, 50 percent have at least 100 employees and 18 percent have at least 1,000.



FRANCHISES

Most BSCs operate independently.

05

Only 9 percent of survey respondents are part of a franchise system.

The following statistics demonstrate where organizations are bringing in new business in addition to several factors that may be impacting revenues.

HOW DO YOU DIFFERENTIATE YOUR COMPANY AND SERVICES TO WIN BIDS/CONTRACTS?

Nine-in-10 respondents say company experience and reputation is what makes their company stand out among the competition. Another way is to offer value-added services. Only **one-in-10** said being the lowest priced provider actually paid off.

9 in 10

Company Reputation



6 in 10

Value-Added Services



3.5 in 10

One-Stop Shop



1 in 10

Lowest-Priced Provider



Where to Find New Business

You may know how to market yourself to potential new clients, but where can you find them? **Ninety-one percent** of BSCs say their new accounts were typically made up of organizations replacing another BSC/janitorial firm.

TOP REVENUE SOURCES FOR BSCs

No. 1



Commercial

No. 2



Health Care

No. 3



Industrial

LOWEST REVENUE SOURCES FOR BSCs

No. 1



Hospitality

No. 2



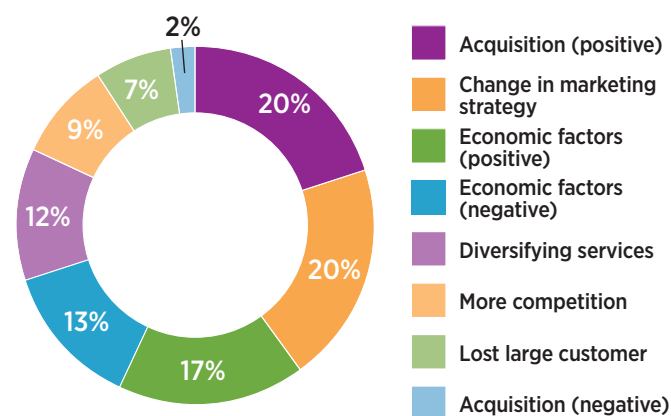
Retail

No. 3



Houses of Worship

FACTORS IMPACTING 2016 GROSS REVENUE

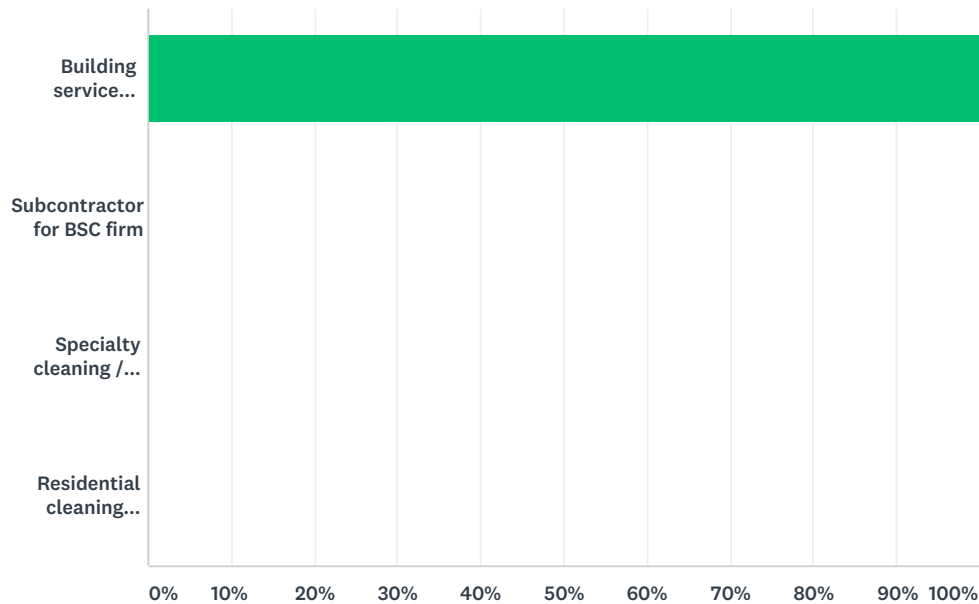


For the complete 2017 BSC Benchmarking Survey results, visit www.CMMonline.com/bsc-survey-2017.

47%

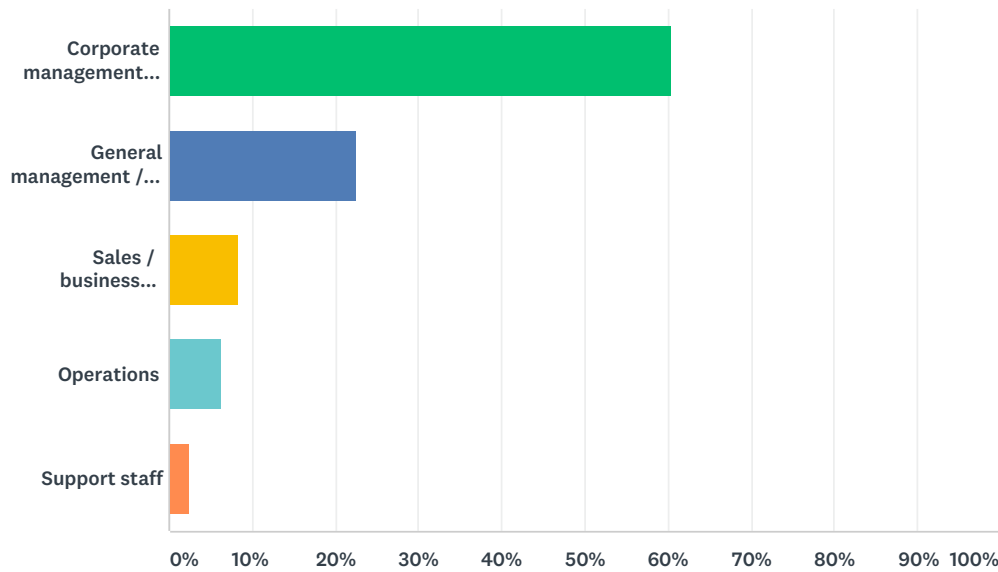
The percentage of BSCs that experienced an increase in gross margins in 2016

Q1 Which of the following best describes your PRIMARY business?



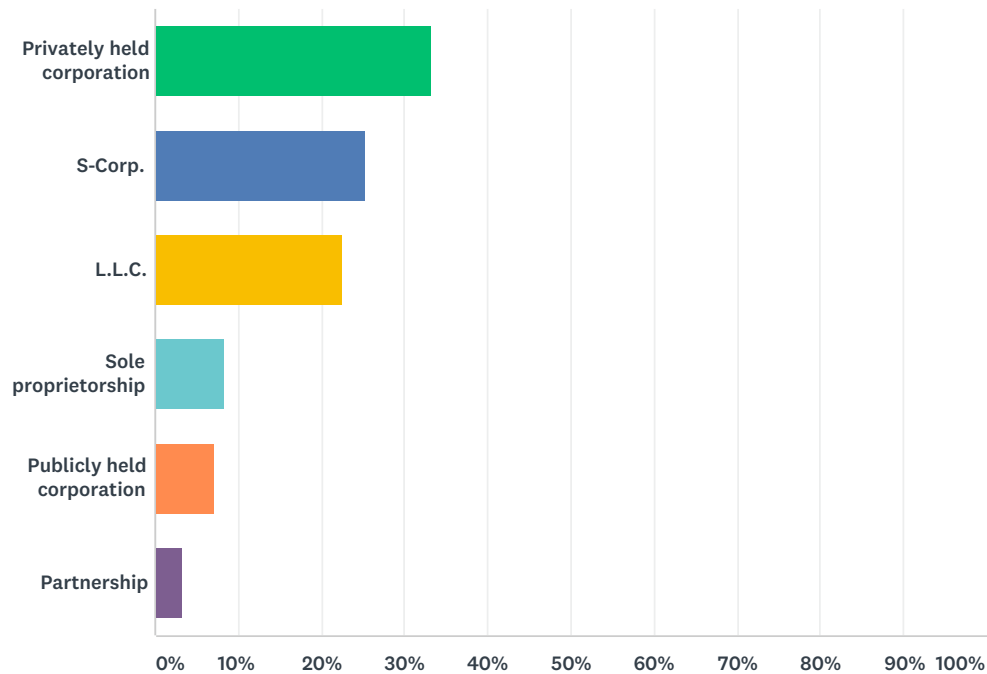
ANSWER CHOICES	RESPONSES	
Building service contractor (BSC) / commercial cleaning provider	100.00%	337
Subcontractor for BSC firm	0.00%	0
Specialty cleaning / maintenance contractor (window, carpet, floors, landscaping, etc.)	0.00%	0
Residential cleaning contractor	0.00%	0
TOTAL		337

Q2 Which of the following best describes your role in the business?



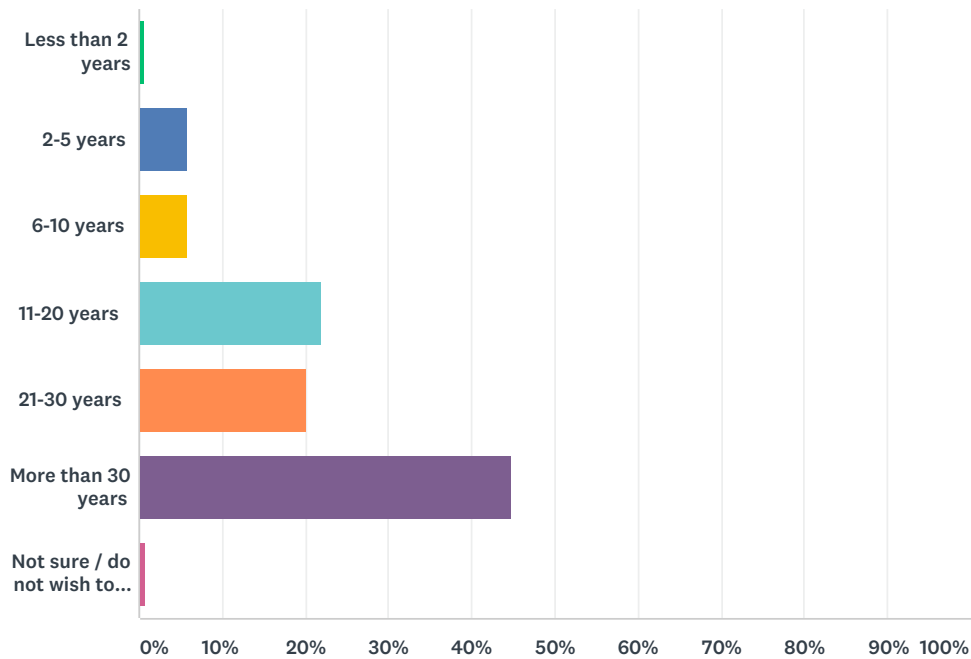
ANSWER CHOICES	RESPONSES	
Corporate management (includes owner)	60.49%	196
General management / supervisor / site manager	22.53%	73
Sales / business development	8.33%	27
Operations	6.17%	20
Support staff	2.47%	8
TOTAL		324

Q3 What type of organization is the business?



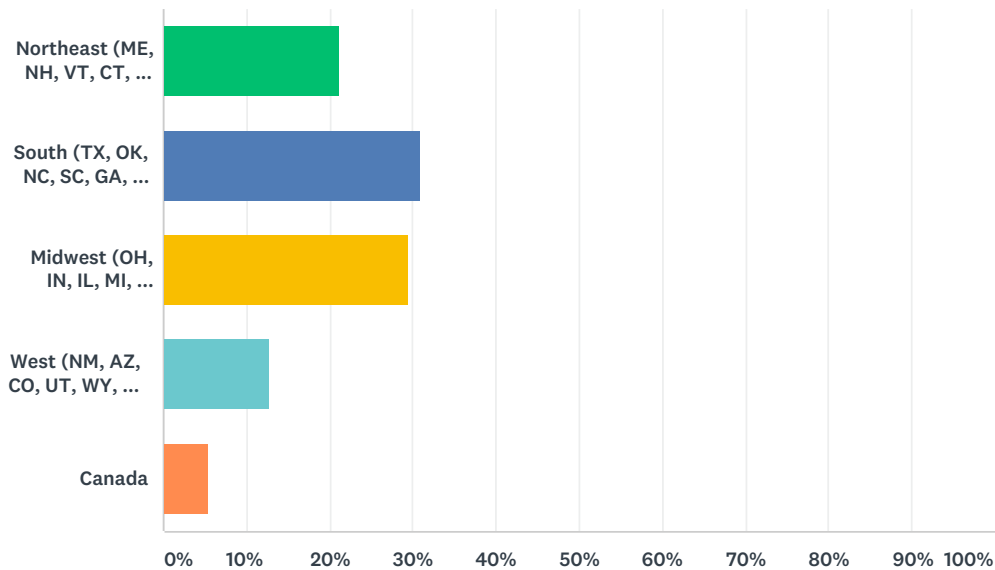
ANSWER CHOICES	RESPONSES	
Privately held corporation	33.33%	108
S-Corp.	25.31%	82
L.L.C.	22.53%	73
Sole proprietorship	8.33%	27
Publicly held corporation	7.10%	23
Partnership	3.40%	11
TOTAL		324

Q4 How many years has the company been in the cleaning industry?



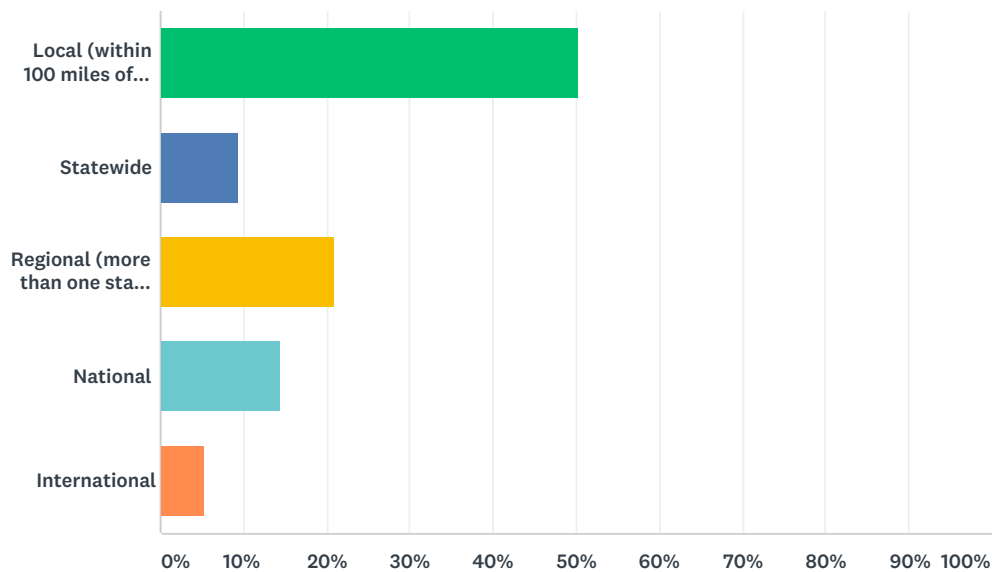
ANSWER CHOICES	RESPONSES	
Less than 2 years	0.62%	2
2-5 years	5.86%	19
6-10 years	5.86%	19
11-20 years	21.91%	71
21-30 years	20.06%	65
More than 30 years	44.75%	145
Not sure / do not wish to specify	0.93%	3
TOTAL		324

Q5 In which geographical region is the business headquartered?



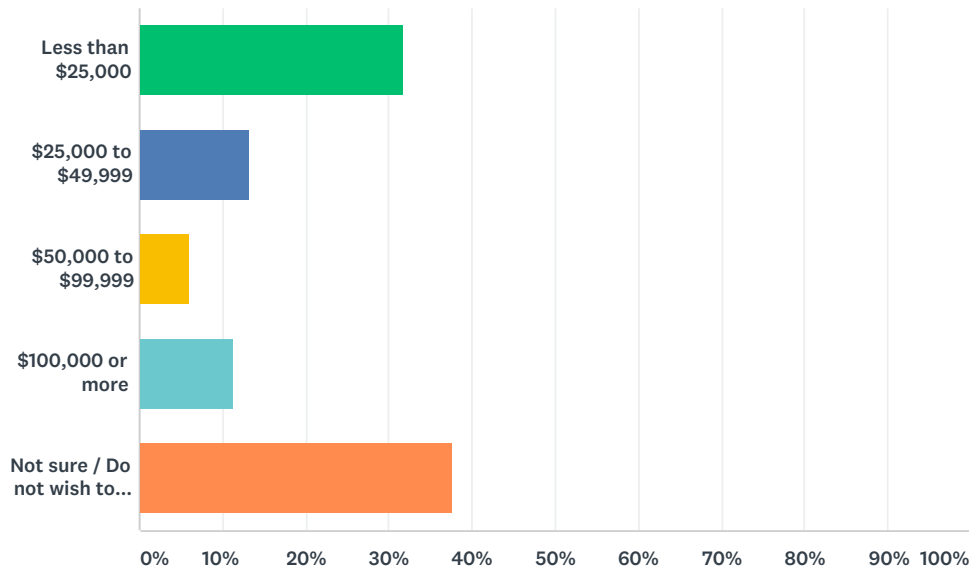
ANSWER CHOICES	RESPONSES	
Northeast (ME, NH, VT, CT, MA, RI, NY, PA, NJ, DE, MD)	21.22%	66
South (TX, OK, NC, SC, GA, FL, TN, AL, MS, AR, LA, KY, WV, VA, DC)	30.87%	96
Midwest (OH, IN, IL, MI, WI, MN, ND, SD, IA, NE, KS, MO)	29.58%	92
West (NM, AZ, CO, UT, WY, MT, ID, WA, OR, NV, CA, AK, HI)	12.86%	40
Canada	5.47%	17
TOTAL		311

Q6 What geographic area(s) does the business serve?



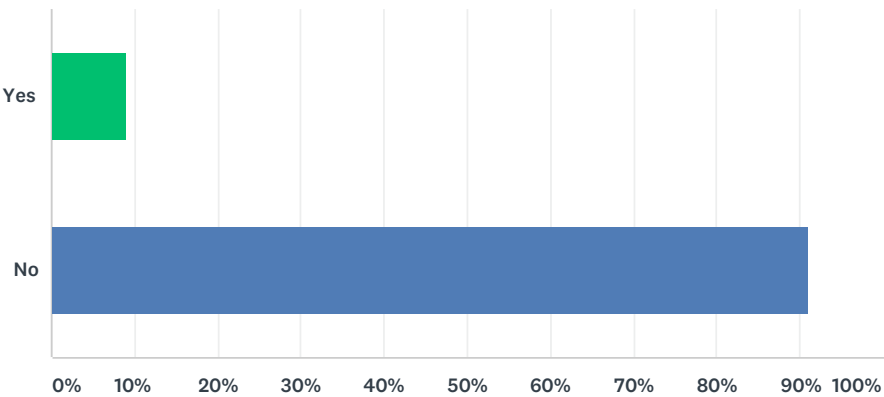
ANSWER CHOICES	RESPONSES	
Local (within 100 miles of headquarters)	50.16%	156
Statewide	9.32%	29
Regional (more than one state, but limited to one region of the country, ie Midwest, West Coast, Northeast, etc.)	20.90%	65
National	14.47%	45
International	5.14%	16
TOTAL		311

Q7 What were the approximate start-up costs (in U.S. dollars) for your contract cleaning company or, if your company provides other types of services, for the cleaning segment of your company?



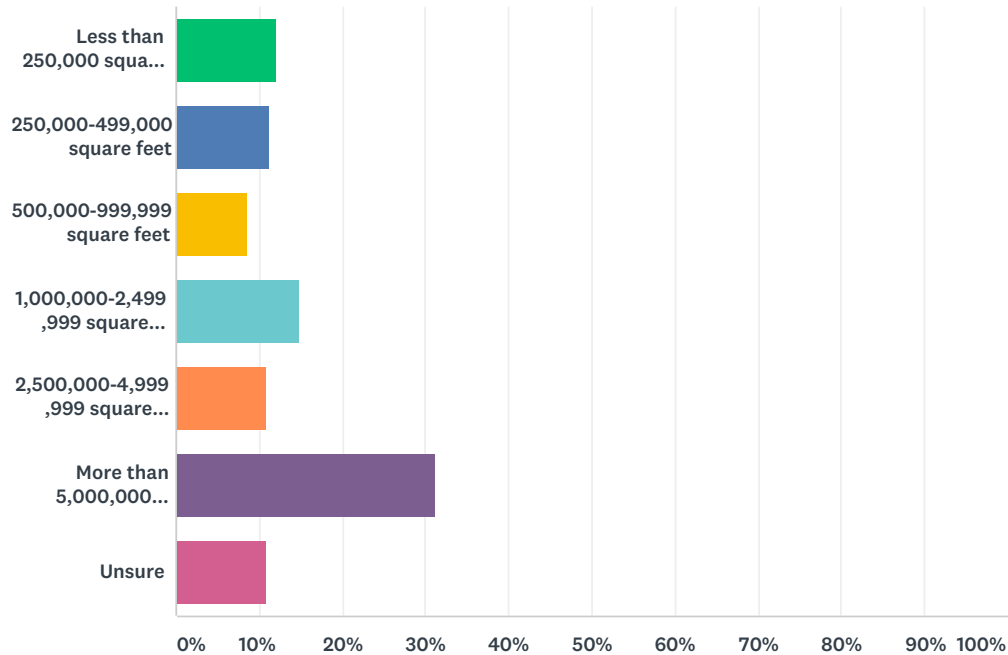
ANSWER CHOICES	RESPONSES	
Less than \$25,000	31.83%	99
\$25,000 to \$49,999	13.18%	41
\$50,000 to \$99,999	6.11%	19
\$100,000 or more	11.25%	35
Not sure / Do not wish to specify	37.62%	117
TOTAL		311

Q8 Is this business a franchise?



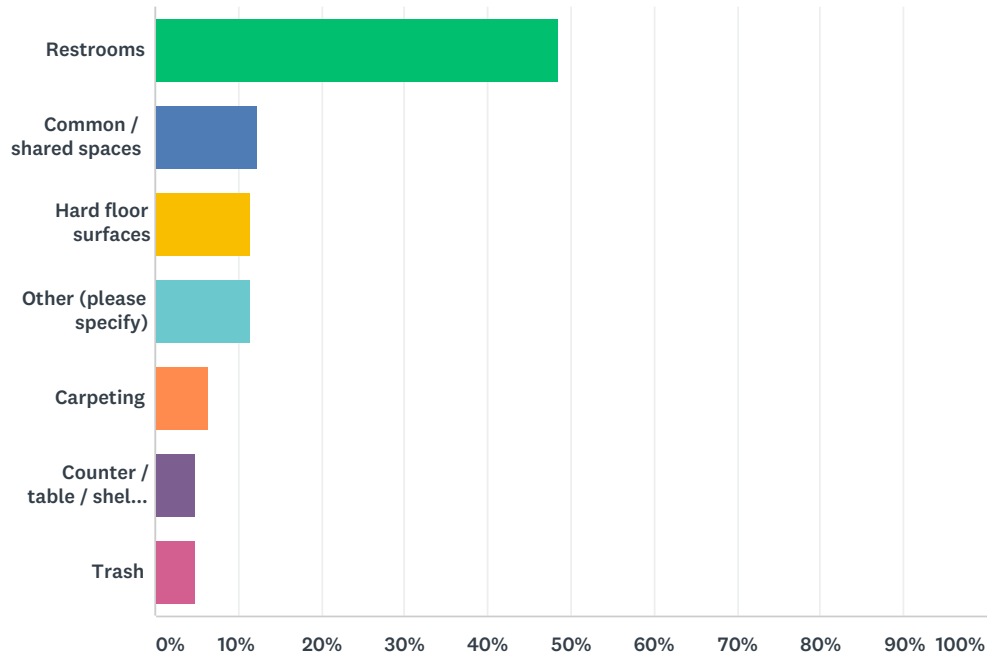
ANSWER CHOICES	RESPONSES	
Yes	9.00%	28
No	91.00%	283
TOTAL		311

Q9 How much total square footage is the company responsible for cleaning on a MONTHLY basis?



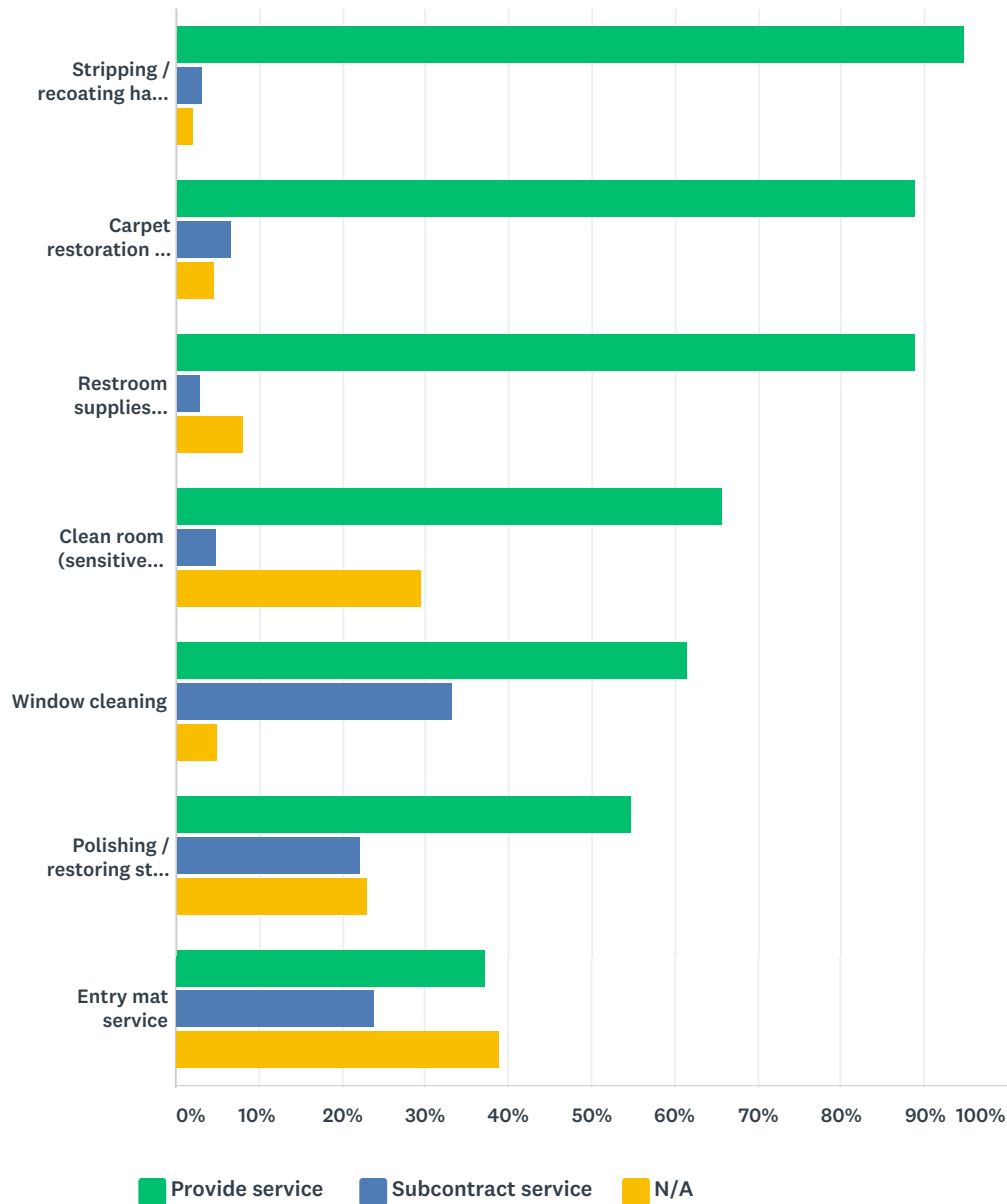
ANSWER CHOICES	RESPONSES	
Less than 250,000 square feet	12.22%	38
250,000-499,000 square feet	11.25%	35
500,000-999,999 square feet	8.68%	27
1,000,000-2,499,999 square feet	14.79%	46
2,500,000-4,999,999 square feet	10.93%	34
More than 5,000,000 square feet	31.19%	97
Unsure	10.93%	34
TOTAL		311

Q10 Which of the following areas/surfaces do you receive the most complaints about from your customers?



ANSWER CHOICES	RESPONSES	
Restrooms	48.64%	143
Common / shared spaces	12.24%	36
Hard floor surfaces	11.56%	34
Other (please specify)	11.56%	34
Carpeting	6.46%	19
Counter / table / shelf surfaces	4.76%	14
Trash	4.76%	14
TOTAL		294

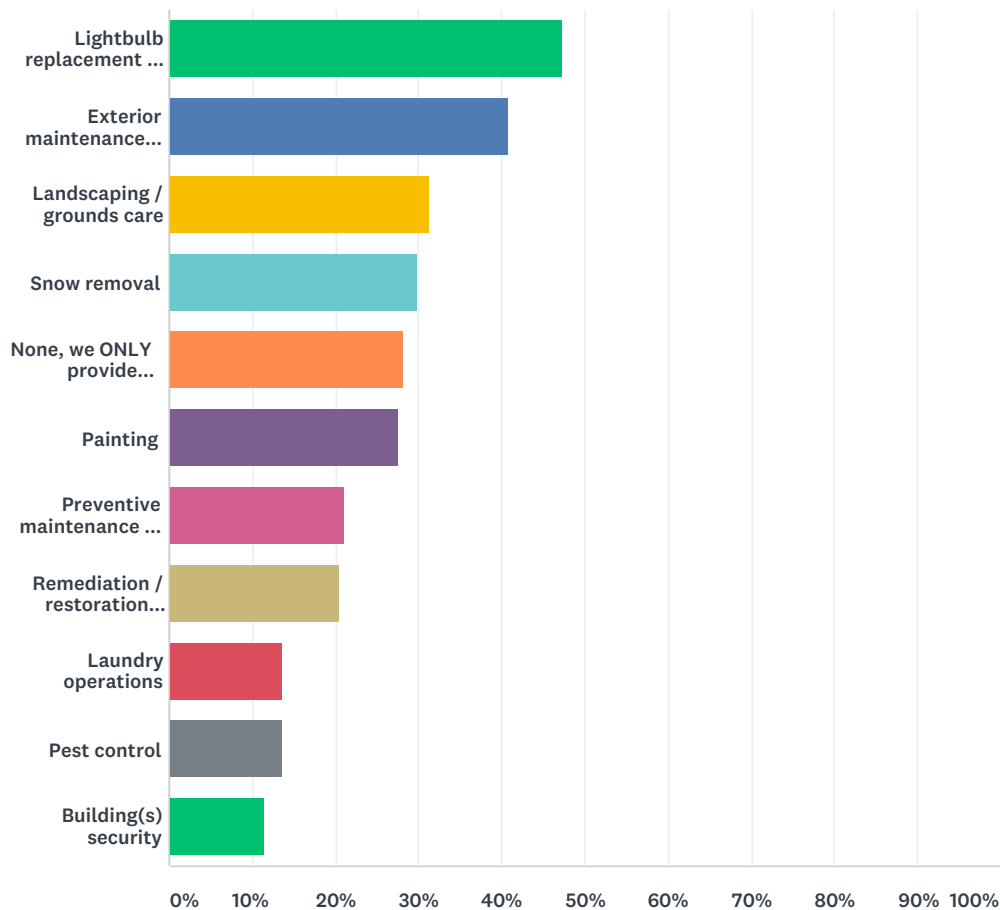
Q11 Which of the following services do you provide IN ADDITION to typical cleaning services, and which do you subcontract?



2017 BSC/Contract Cleaning Benchmarking Survey

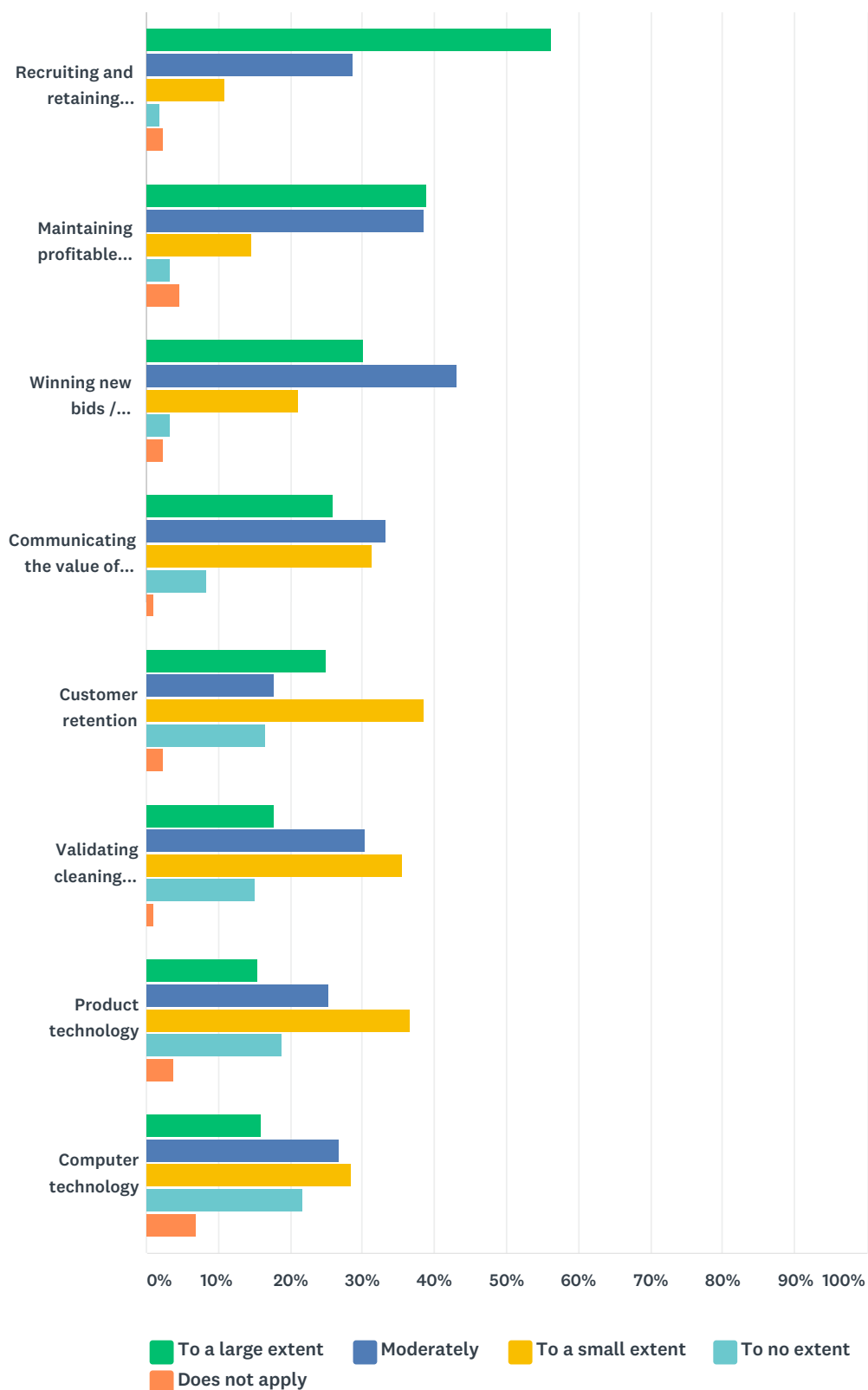
	PROVIDE SERVICE	SUBCONTRACT SERVICE	N/A	TOTAL
Stripping / recoating hard floors	94.86% 277	3.08% 9	2.05% 6	292
Carpet restoration / deep cleaning	88.89% 256	6.60% 19	4.51% 13	288
Restroom supplies management	88.89% 248	2.87% 8	8.24% 23	279
Clean room (sensitive environments)	65.66% 174	4.91% 13	29.43% 78	265
Window cleaning	61.59% 170	33.33% 92	5.07% 14	276
Polishing / restoring stone and marble surfaces	54.89% 146	22.18% 59	22.93% 61	266
Entry mat service	37.25% 95	23.92% 61	38.82% 99	255

Q12 In addition to your cleaning services, which of the following facility maintenance services do you offer?



ANSWER CHOICES	RESPONSES	
Lightbulb replacement / relamping	47.28%	139
Exterior maintenance (parking lots, sidewalks, etc.)	40.82%	120
Landscaping / grounds care	31.29%	92
Snow removal	29.93%	88
None, we ONLY provide cleaning services	28.23%	83
Painting	27.55%	81
Preventive maintenance / building systems	21.09%	62
Remediation / restoration services	20.41%	60
Laundry operations	13.61%	40
Pest control	13.61%	40
Building(s) security	11.56%	34
Total Respondents: 294		

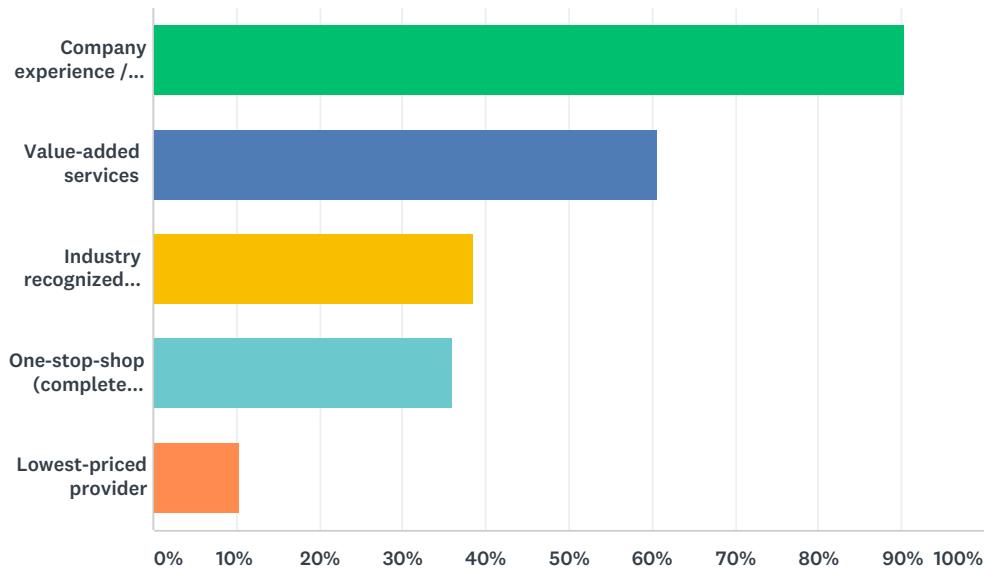
Q13 To what extent do the following challenges pertain to your business?



2017 BSC/Contract Cleaning Benchmarking Survey

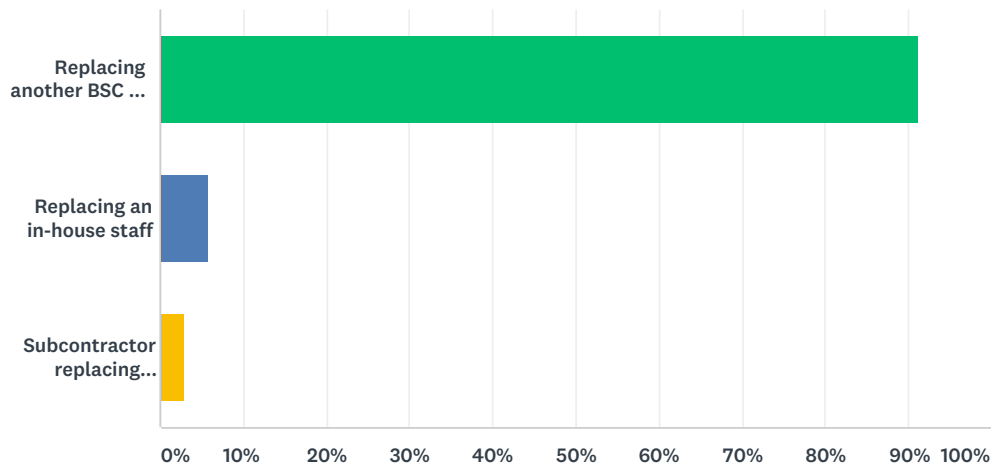
	TO A LARGE EXTENT	MODERATELY	TO A SMALL EXTENT	TO NO EXTENT	DOES NOT APPLY	TOTAL
Recruiting and retaining quality staff	56.34% 151	28.73% 77	10.82% 29	1.87% 5	2.24% 6	268
Maintaining profitable margins	38.87% 103	38.49% 102	14.72% 39	3.40% 9	4.53% 12	265
Winning new bids / contracts	30.19% 80	43.02% 114	21.13% 56	3.40% 9	2.26% 6	265
Communicating the value of clean	26.04% 69	33.21% 88	31.32% 83	8.30% 22	1.13% 3	265
Customer retention	24.91% 66	17.74% 47	38.49% 102	16.60% 44	2.26% 6	265
Validating cleaning results	17.80% 47	30.30% 80	35.61% 94	15.15% 40	1.14% 3	264
Product technology	15.47% 41	25.28% 67	36.60% 97	18.87% 50	3.77% 10	265
Computer technology	15.95% 41	26.85% 69	28.40% 73	21.79% 56	7.00% 18	257

Q14 How do you differentiate your company and services to win bids/contracts?



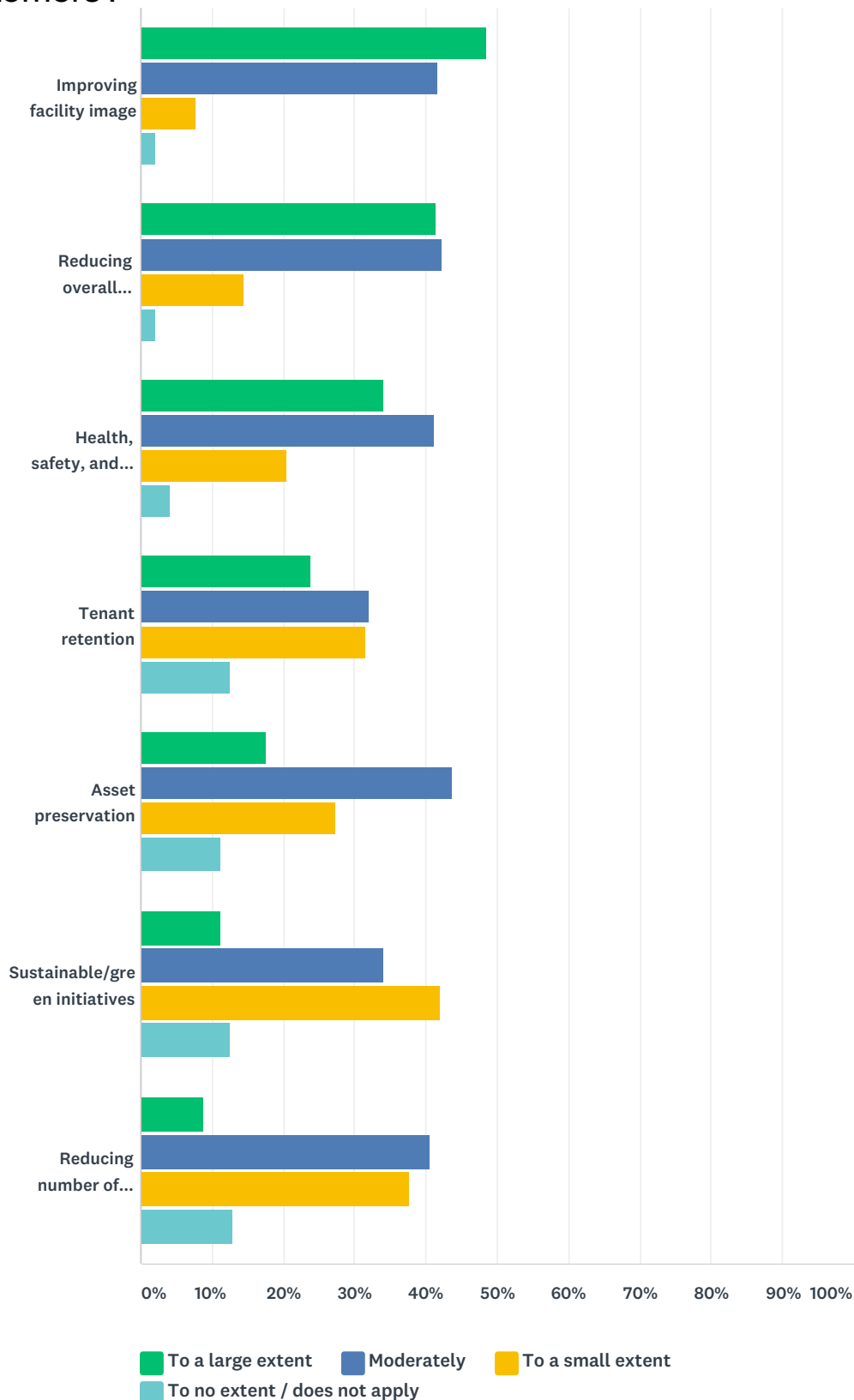
ANSWER CHOICES	RESPONSES	
Company experience / reputation	90.37%	244
Value-added services	60.74%	164
Industry recognized certifications	38.52%	104
One-stop-shop (complete integrated facility services)	35.93%	97
Lowest-priced provider	10.37%	28
Total Respondents: 270		

Q15 Which of the following typically represents your NEW accounts?



ANSWER CHOICES	RESPONSES	
Replacing another BSC / janitorial firm	91.11%	246
Replacing an in-house staff	5.93%	16
Subcontractor replacing portion of in-house staff	2.96%	8
TOTAL		270

Q16 To what extent are the following criteria challenges/concerns for your customers?



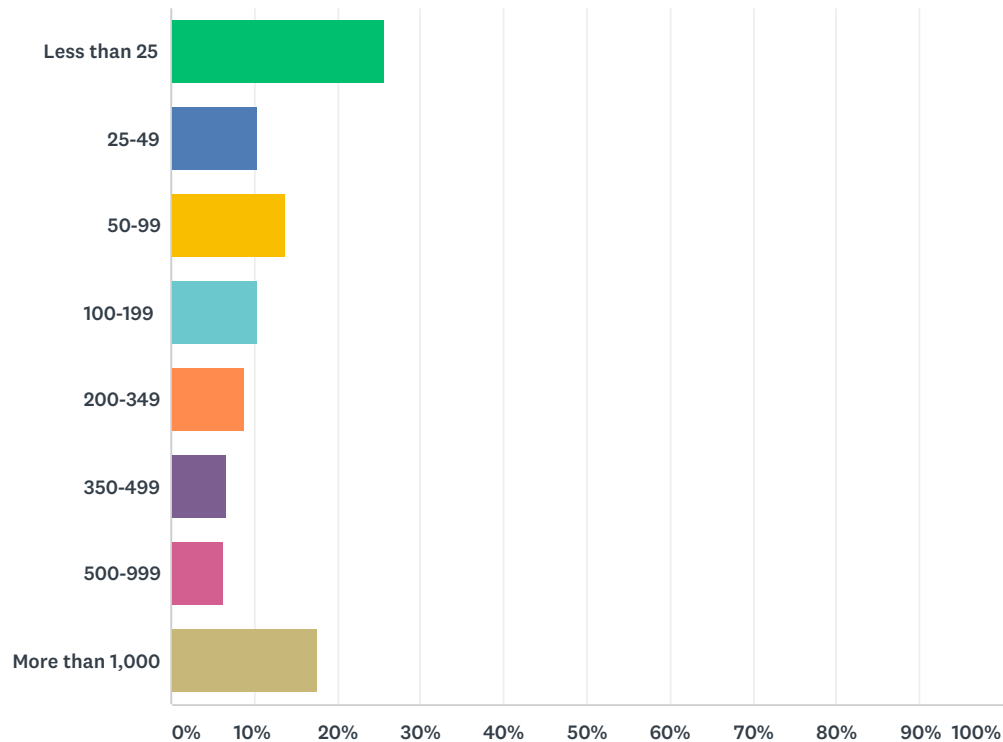
2017 BSC/Contract Cleaning Benchmarking Survey

	TO A LARGE EXTENT	MODERATELY	TO A SMALL EXTENT	TO NO EXTENT / DOES NOT APPLY	TOTAL
Improving facility image	48.57% 119	41.63% 102	7.76% 19	2.04% 5	245
Reducing overall cleaning costs	41.39% 101	42.21% 103	14.34% 35	2.05% 5	244
Health, safety, and security of buildings and tenants	34.17% 82	41.25% 99	20.42% 49	4.17% 10	240
Tenant retention	23.75% 57	32.08% 77	31.67% 76	12.50% 30	240
Asset preservation	17.65% 42	43.70% 104	27.31% 65	11.34% 27	238
Sustainable/green initiatives	11.25% 27	34.17% 82	42.08% 101	12.50% 30	240
Reducing number of service contractors	8.79% 21	40.59% 97	37.66% 90	12.97% 31	239

Q17 What extent of your total revenues come from servicing the following building types/facilities?

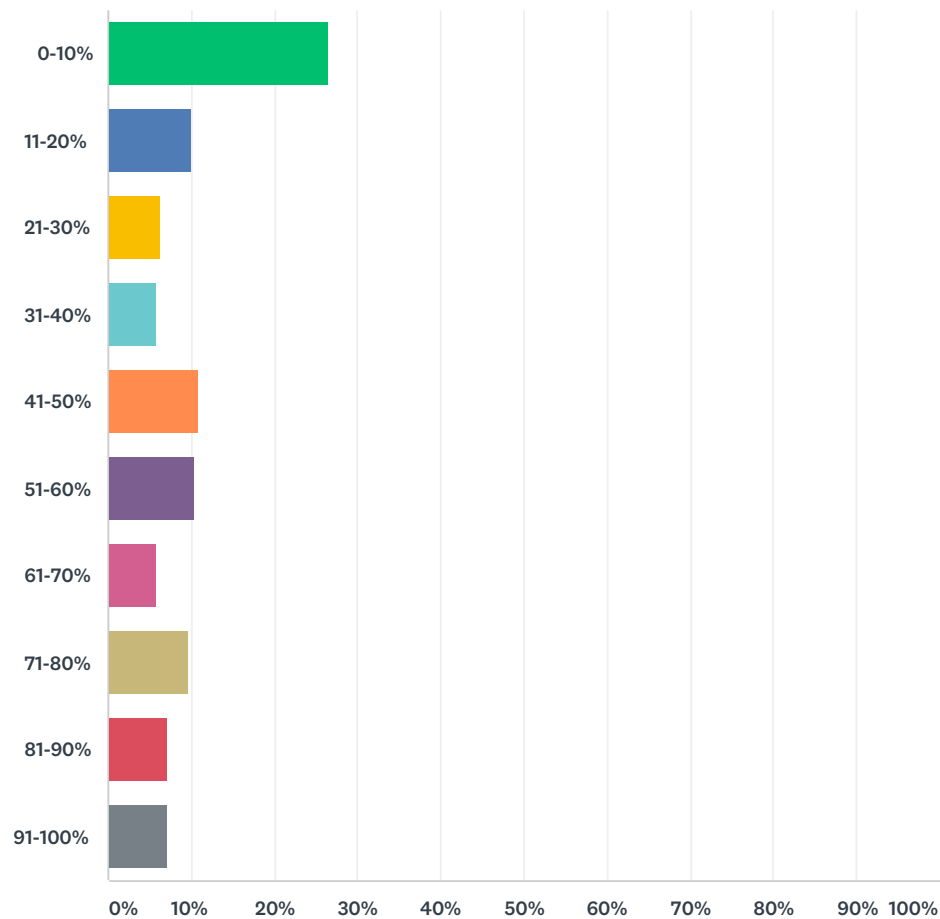
	A LARGE EXTENT(MORE THAN 20%)	A MODERATE EXTENT(10- 20%)	A SMALL EXTENT(UP TO 10%)	TO NO EXTENT	DOES NOT APPLY	TOTAL	WEIGHTED AVERAGE
Commercial (office / property management)	68.18% 165	17.77% 43	9.09% 22	2.07% 5	2.89% 7	242	1.54
Healthcare (hospital, long- term care, offices)	24.36% 57	26.07% 61	26.92% 63	12.82% 30	9.83% 23	234	2.58
Industrial (manufacturing, warehouses)	24.03% 56	22.75% 53	29.61% 69	13.30% 31	10.30% 24	233	2.63
Government buildings	16.96% 39	15.22% 35	33.04% 76	20.43% 47	14.35% 33	230	3.00
Education (K-12, colleges / universities)	16.96% 39	19.13% 44	33.04% 76	19.57% 45	11.30% 26	230	2.89
Retail (shopping centers, entertainment, restaurants)	7.89% 18	10.09% 23	35.53% 81	28.07% 64	18.42% 42	228	3.39
Recreation/Transportation (arenas, stadiums, airports)	7.08% 16	8.85% 20	18.58% 42	41.59% 94	23.89% 54	226	3.66
Houses of worship	5.58% 13	12.88% 30	29.61% 69	33.48% 78	18.45% 43	233	3.46
Hospitality (hotels, motel, apartment, convention)	4.41% 10	7.49% 17	26.43% 60	38.77% 88	22.91% 52	227	3.68
Residential	3.52% 8	5.29% 12	16.30% 37	35.68% 81	39.21% 89	227	4.02

Q18 What is the total number of employees that work for the company?



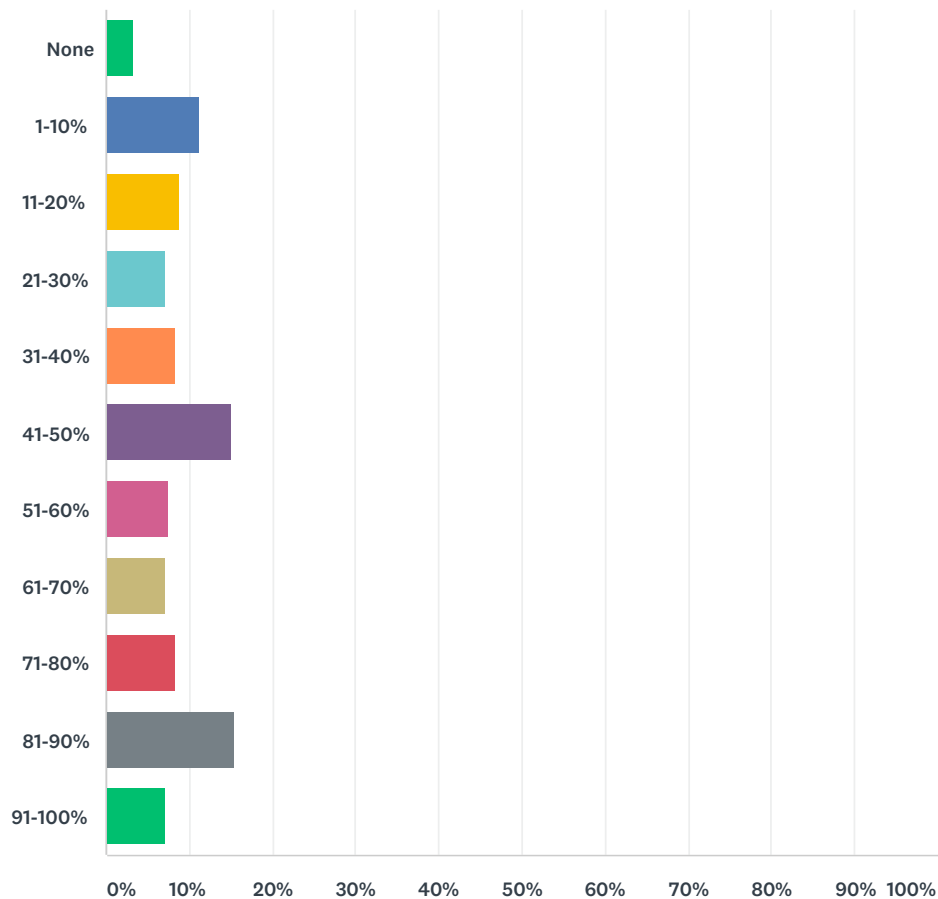
ANSWER CHOICES	RESPONSES	
Less than 25	25.63%	61
25-49	10.50%	25
50-99	13.87%	33
100-199	10.50%	25
200-349	8.82%	21
350-499	6.72%	16
500-999	6.30%	15
More than 1,000	17.65%	42
TOTAL		238

Q19 What percentage of employees are full-time employees for the company?



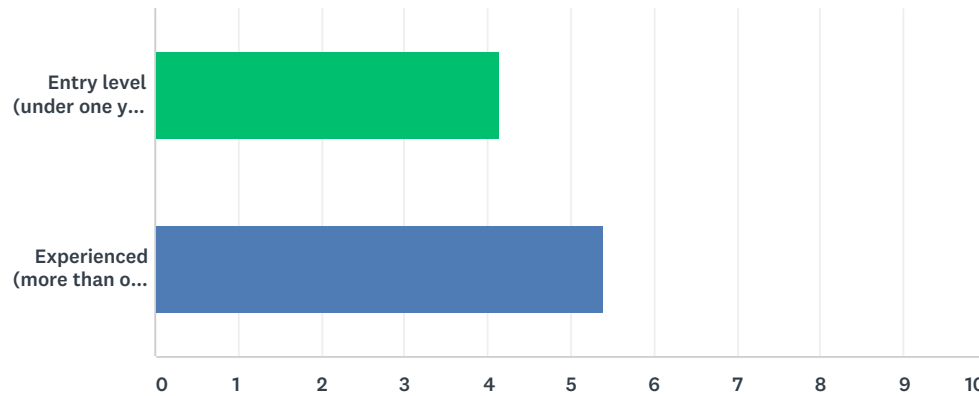
ANSWER CHOICES	RESPONSES	
0-10%	26.47%	63
11-20%	10.08%	24
21-30%	6.30%	15
31-40%	5.88%	14
41-50%	10.92%	26
51-60%	10.50%	25
61-70%	5.88%	14
71-80%	9.66%	23
81-90%	7.14%	17
91-100%	7.14%	17
TOTAL		238

Q20 What percentage of employees are part-time employees for the company?



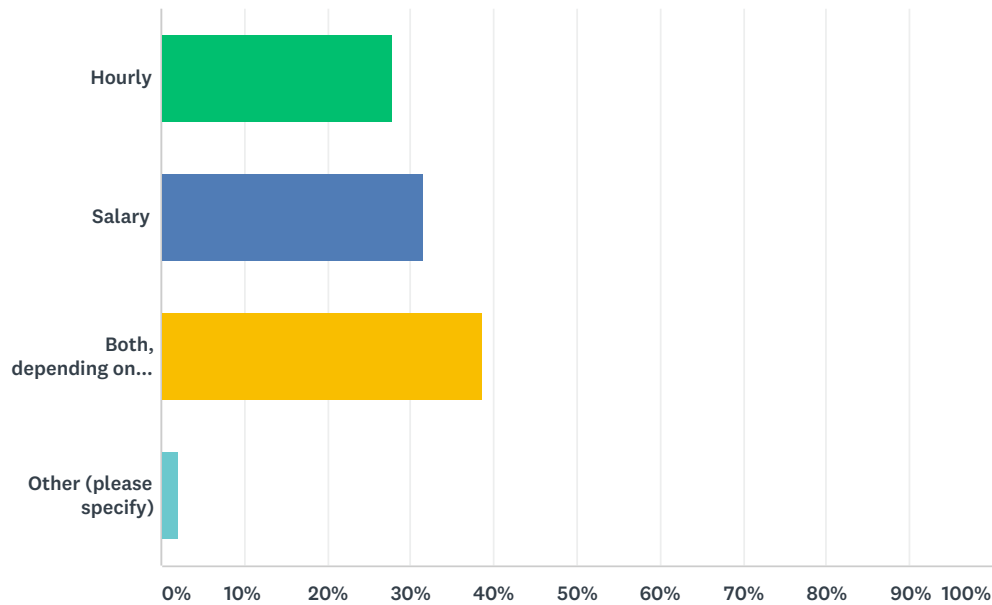
ANSWER CHOICES	RESPONSES	
None	3.36%	8
1-10%	11.34%	27
11-20%	8.82%	21
21-30%	7.14%	17
31-40%	8.40%	20
41-50%	15.13%	36
51-60%	7.56%	18
61-70%	7.14%	17
71-80%	8.40%	20
81-90%	15.55%	37
91-100%	7.14%	17
TOTAL		238

Q21 What is your company's average hourly rate (in U.S. dollars) for field worker employees?



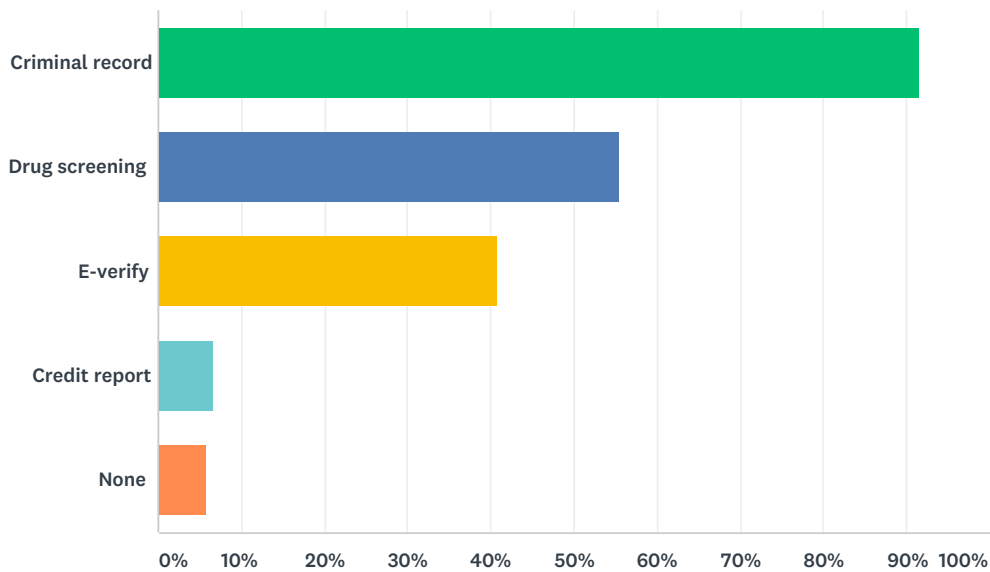
	LESS THAN \$8.00	\$8.00 - \$8.99	\$9.00 - \$9.99	\$10.00 - \$10.99	\$11.00 - \$11.99	\$12.00 - \$12.99	\$13.00 - \$13.99	\$14.00 - \$14.99	MORE THAN \$15.00	N/A	TOTAL	WEIGHTED AVERAGE
Entry level (under one year of employment)	2.12% 5	11.44% 27	22.46% 53	27.54% 65	10.17% 24	10.17% 24	5.51% 13	3.81% 9	3.39% 8	3.39% 8	236	4.15
Experienced (more than one year of employment)	0.44% 1	3.07% 7	8.77% 20	17.54% 40	21.49% 49	13.60% 31	8.77% 20	8.33% 19	14.91% 34	3.07% 7	228	5.39

Q22 How do you compensate your site managers / supervisors?



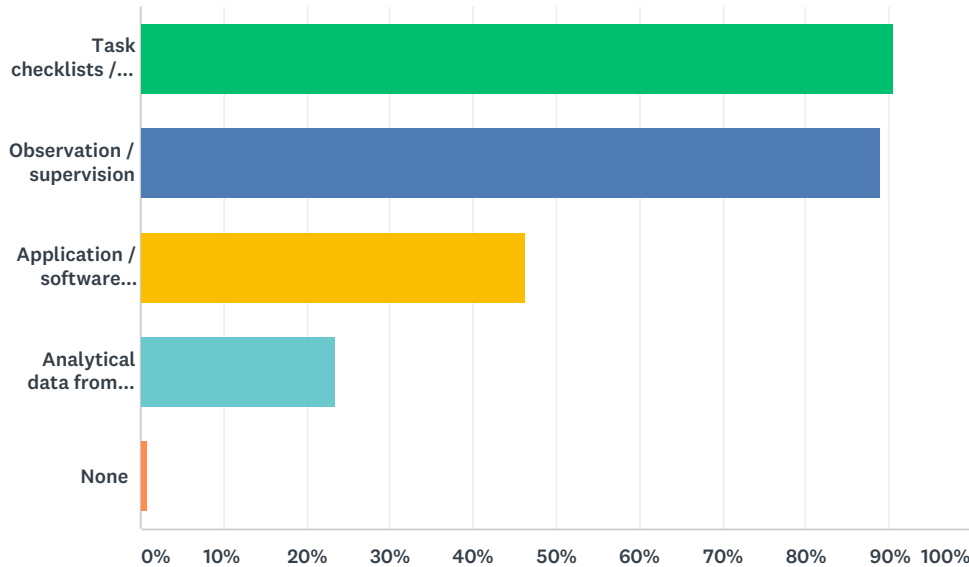
ANSWER CHOICES	RESPONSES	
Hourly	27.73%	66
Salary	31.51%	75
Both, depending on the employee / assignment	38.66%	92
Other (please specify)	2.10%	5
TOTAL		238

Q23 What background checks do you use during the hiring process?



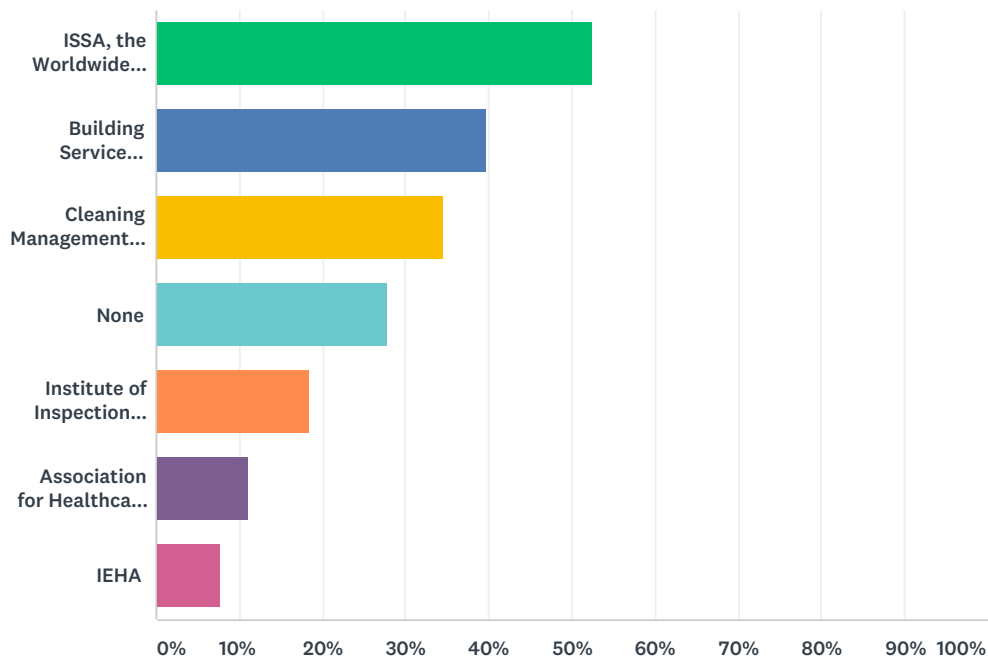
ANSWER CHOICES	RESPONSES	
Criminal record	91.60%	218
Drug screening	55.46%	132
E-verify	40.76%	97
Credit report	6.72%	16
None	5.88%	14
Total Respondents: 238		

Q24 What type(s) of quality assurances do you implement in your business?



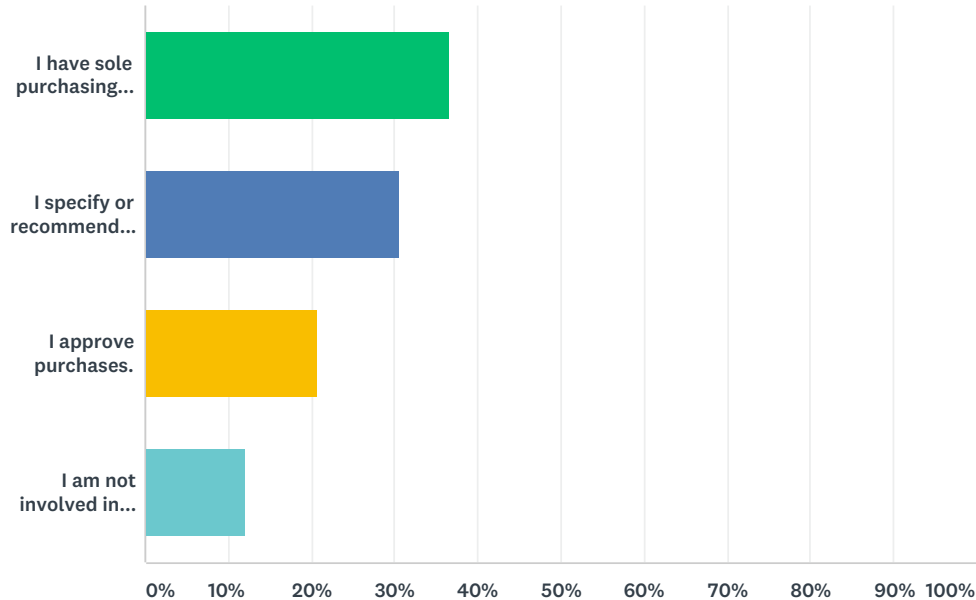
ANSWER CHOICES	RESPONSES	
Task checklists / cleaning schedule	90.60%	212
Observation / supervision	88.89%	208
Application / software programs	46.15%	108
Analytical data from equipment (usage / performance data)	23.50%	55
None	0.85%	2
Total Respondents: 234		

Q25 Which of the following certification providers do you utilize?



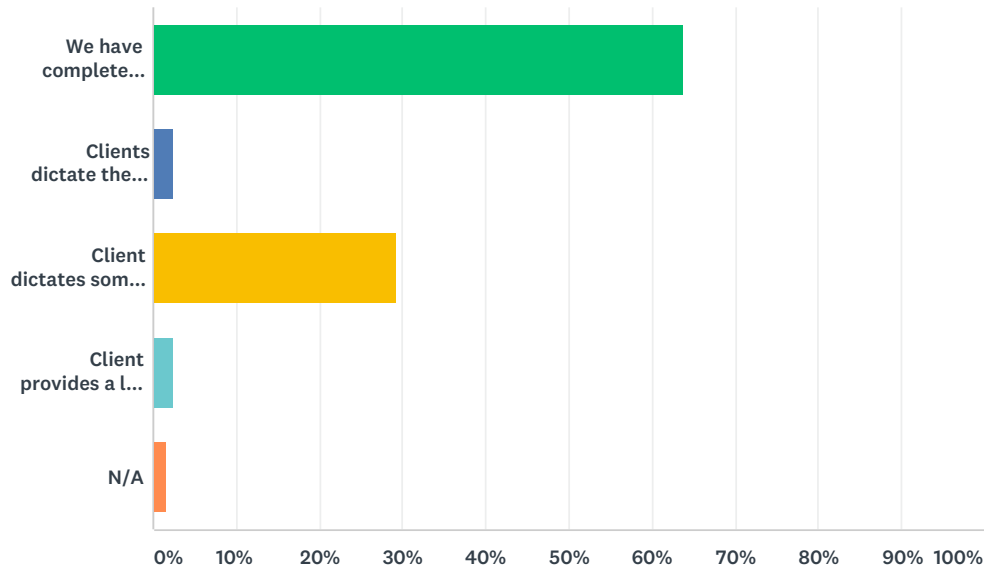
ANSWER CHOICES	RESPONSES	
ISSA, the Worldwide Cleaning Industry Association	52.56%	123
Building Service Contractors Association International (BSCAI)	39.74%	93
Cleaning Management Institute (CMI)	34.62%	81
None	27.78%	65
Institute of Inspection Cleaning and Restoration Certification (IICRC)	18.38%	43
Association for Healthcare Environment (AHE)	11.11%	26
IEHA	7.69%	18
Total Respondents: 234		

Q26 Which of the following best describes your role in purchasing equipment and supplies?



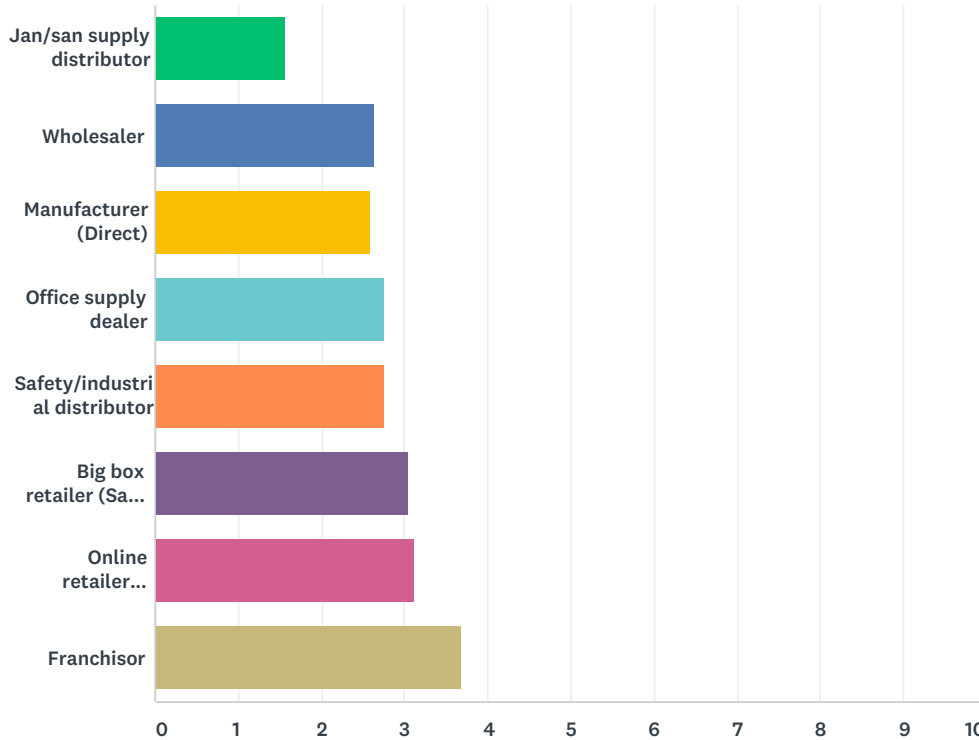
ANSWER CHOICES	RESPONSES	
I have sole purchasing authority.	36.64%	85
I specify or recommend purchases.	30.60%	71
I approve purchases.	20.69%	48
I am not involved in purchasing of equipment and supplies.	12.07%	28
TOTAL		232

Q27 Typically, how much control does your company have over specifying brands and products utilized in your customers' facilities?



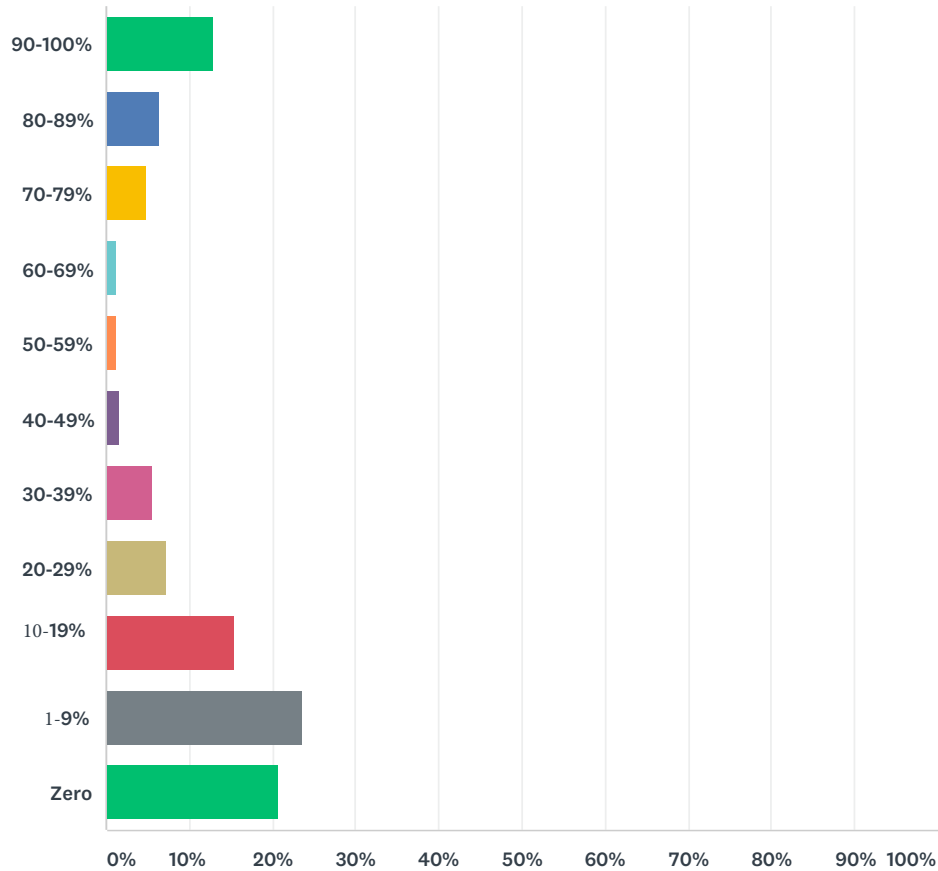
ANSWER CHOICES	RESPONSES	
We have complete control over equipment and supplies.	63.79%	148
Clients dictate the brands, equipment, and supplies that MUST be used in their facilities.	2.59%	6
Client dictates some specifics, but we control the majority of products used.	29.31%	68
Client provides a list of options, and from that, we select which equipment and supplies to use in their facilities.	2.59%	6
N/A	1.72%	4
TOTAL		232

Q28 To what extent do you purchase cleaning / maintenance products and supplies from the following sources?



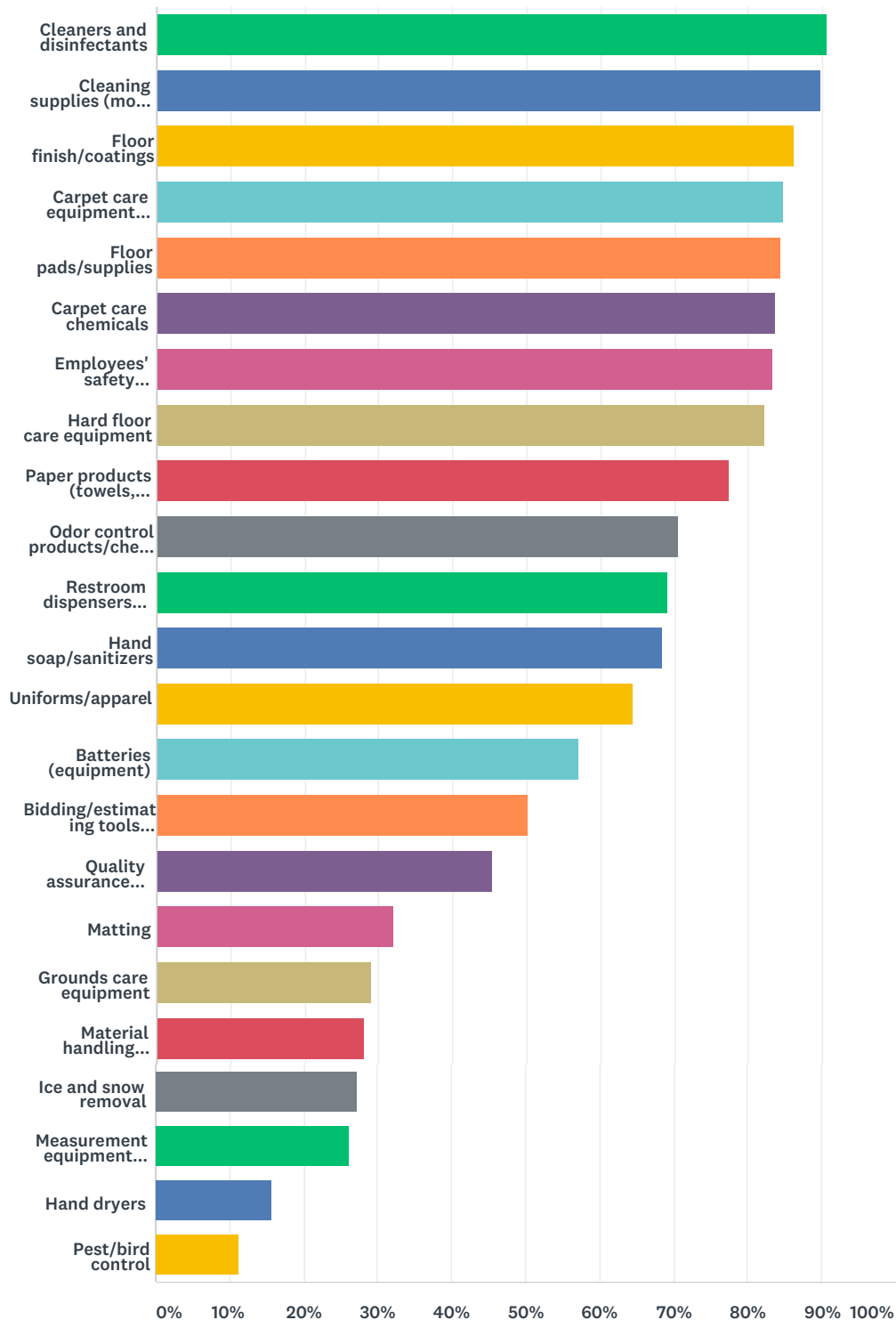
	ALWAYS	OCCASIONALLY	SELDOMLY	NEVER	TOTAL	WEIGHTED AVERAGE
Jan/san supply distributor	66.97% 148	18.55% 41	4.52% 10	9.95% 22	221	1.57
Wholesaler	14.21% 26	31.15% 57	30.60% 56	24.04% 44	183	2.64
Manufacturer (Direct)	13.47% 26	34.72% 67	31.09% 60	20.73% 40	193	2.59
Office supply dealer	11.92% 23	29.53% 57	27.98% 54	30.57% 59	193	2.77
Safety/industrial distributor	10.64% 20	27.66% 52	35.64% 67	26.06% 49	188	2.77
Big box retailer (Sams Club, Costco)	5.29% 10	21.69% 41	34.92% 66	38.10% 72	189	3.06
Online retailer (Amazon)	3.91% 7	20.67% 37	35.20% 63	40.22% 72	179	3.12
Franchisor	3.28% 6	4.37% 8	12.02% 22	80.33% 147	183	3.69

Q29 What percent of your cleaning / maintenance products and supplies do you purchase ONLINE?



ANSWER CHOICES	RESPONSES	
90-100%	12.93%	30
80-89%	6.47%	15
70-79%	4.74%	11
60-69%	1.29%	3
50-59%	1.29%	3
40-49%	1.72%	4
30-39%	5.60%	13
20-29%	7.33%	17
10-19%	15.52%	36
1-9%	23.71%	55
Zero	20.69%	48
Total Respondents: 232		

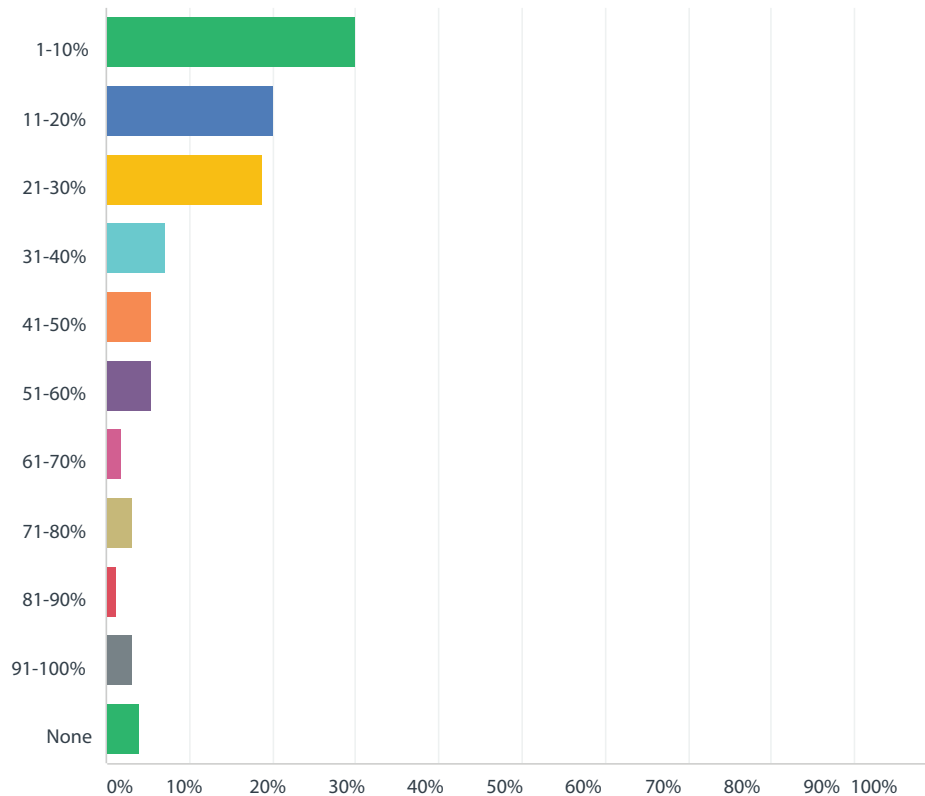
Q30 Which of the following products are you responsible for purchasing?



2017 BSC/Contract Cleaning Benchmarking Survey

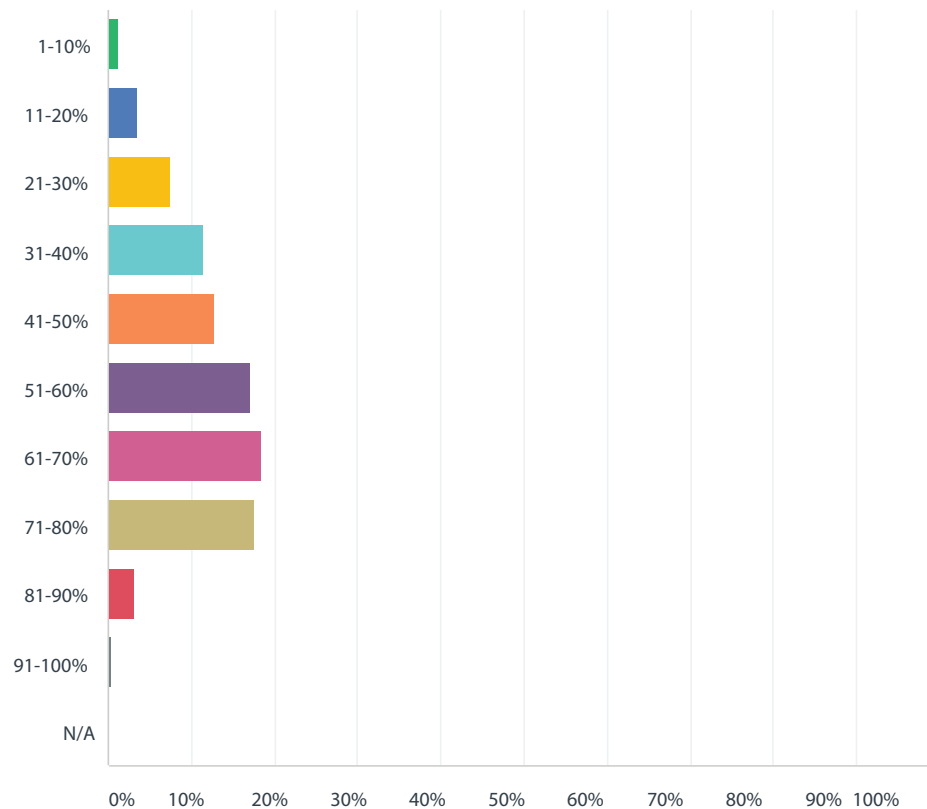
ANSWER CHOICES	RESPONSES	
Cleaners and disinfectants	90.64%	184
Cleaning supplies (mops, microfiber, carts, can liners)	89.66%	182
Floor finish/coatings	86.21%	175
Carpet care equipment (including vacuums)	84.73%	172
Floor pads/supplies	84.24%	171
Carpet care chemicals	83.74%	170
Employees' safety equipment	83.25%	169
Hard floor care equipment	82.27%	167
Paper products (towels, tissue, etc.)	77.34%	157
Odor control products/chemicals	70.44%	143
Restroom dispensers (paper, soap)	68.97%	140
Hand soap/sanitizers	68.47%	139
Uniforms/apparel	64.53%	131
Batteries (equipment)	57.14%	116
Bidding/estimating tools (software, applications)	50.25%	102
Quality assurance programs	45.32%	92
Matting	32.02%	65
Grounds care equipment	29.06%	59
Material handling equipment	28.08%	57
Ice and snow removal	27.09%	55
Measurement equipment (infrared, ATP, IAQ, moisture)	26.11%	53
Hand dryers	15.76%	32
Pest/bird control	11.33%	23
Total Respondents: 203		

Q31 What is your ANNUAL employee turnover rate? To calculate, take the total number of employee separations and divide by the average number you employ monthly. Example: 25 employee separations / 125 average monthly employees = 20%.



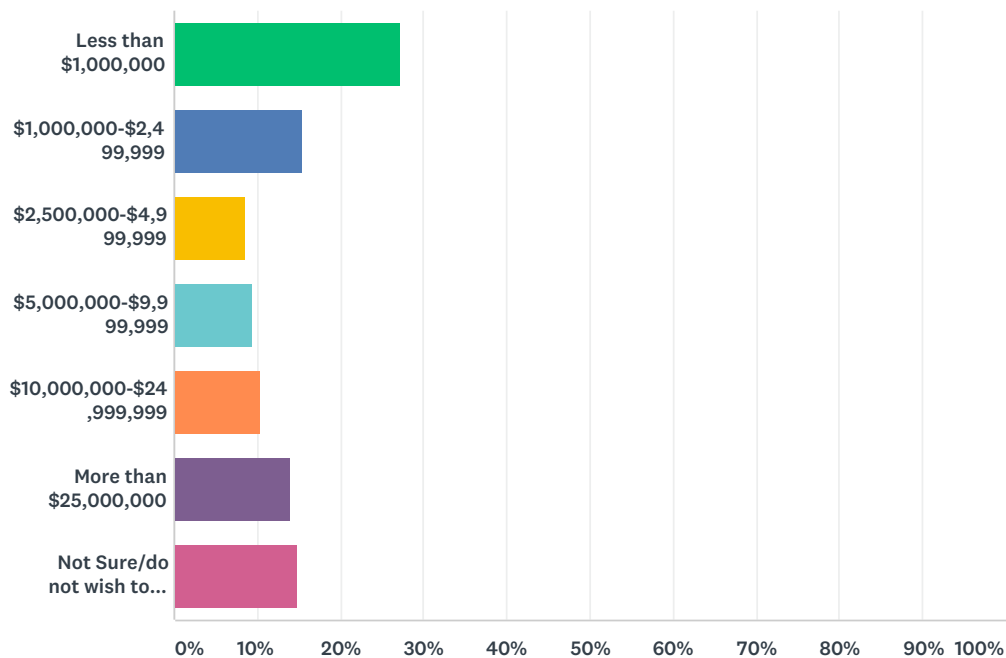
ANSWER CHOICES	RESPONSES	
1-10%	29.91%	67
11-20%	20.09%	45
21-30%	18.75%	42
31-40%	7.14%	16
41-50%	5.36%	12
51-60%	5.36%	12
61-70%	1.79%	4
71-80%	3.13%	7
81-90%	1.34%	3
91-100%	3.13%	7
None	4.02%	9
TOTAL		224

Q32 On AVERAGE, estimate your total costs for labor (wages and benefits) as a percentage of your overall operating costs.



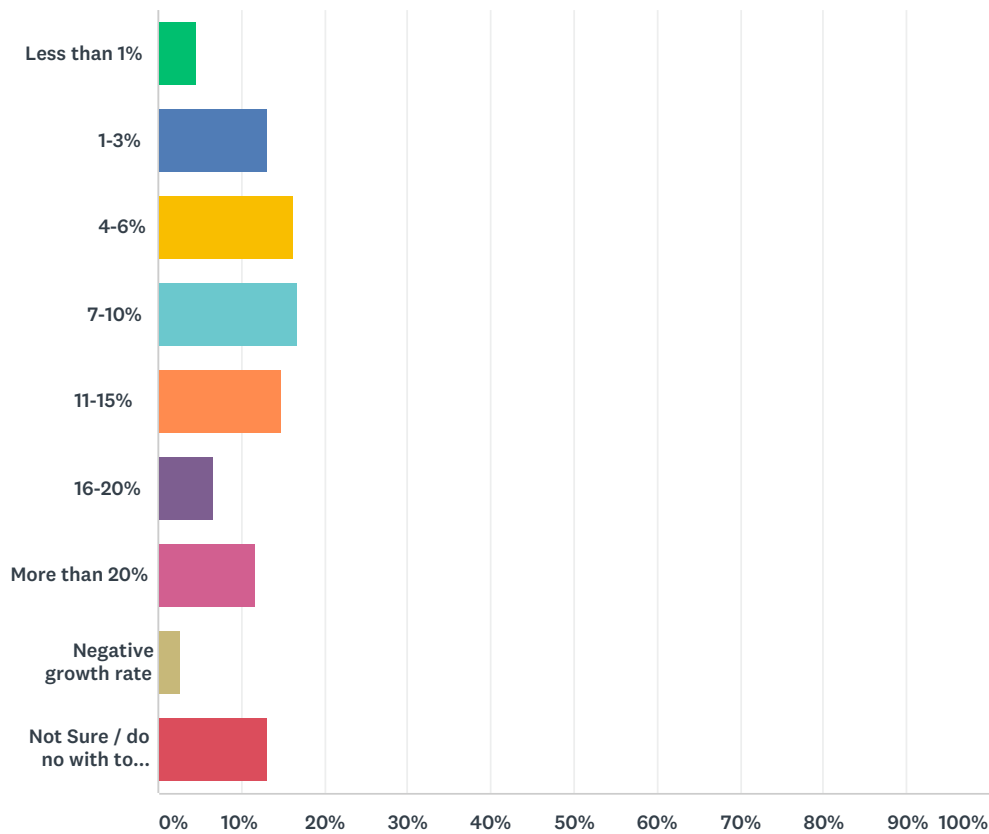
ANSWER CHOICES	RESPONSES	
1-10%	1.32%	3
11-20%	3.52%	8
21-30%	7.49%	17
31-40%	11.45%	26
41-50%	12.78%	29
51-60%	17.18%	39
61-70%	18.50%	42
71-80%	17.62%	40
81-90%	3.08%	7
91-100%	0.44%	1
N/A	6.61%	15
TOTAL		227

Q33 Estimate the company's total GROSS revenue for 2016.



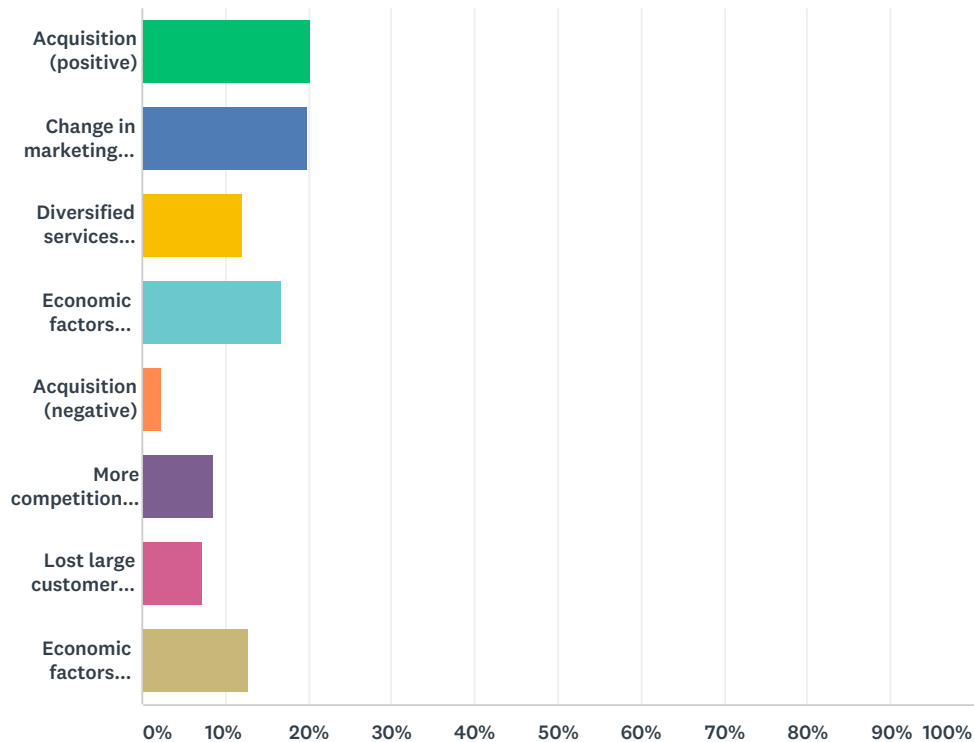
ANSWER CHOICES	RESPONSES	
Less than \$1,000,000	27.15%	60
\$1,000,000-\$2,499,999	15.38%	34
\$2,500,000-\$4,999,999	8.60%	19
\$5,000,000-\$9,999,999	9.50%	21
\$10,000,000-\$24,999,999	10.41%	23
More than \$25,000,000	14.03%	31
Not Sure/do not wish to specify	14.93%	33
TOTAL		221

Q34 What was your growth sales rate for 2016 in comparison to 2015?



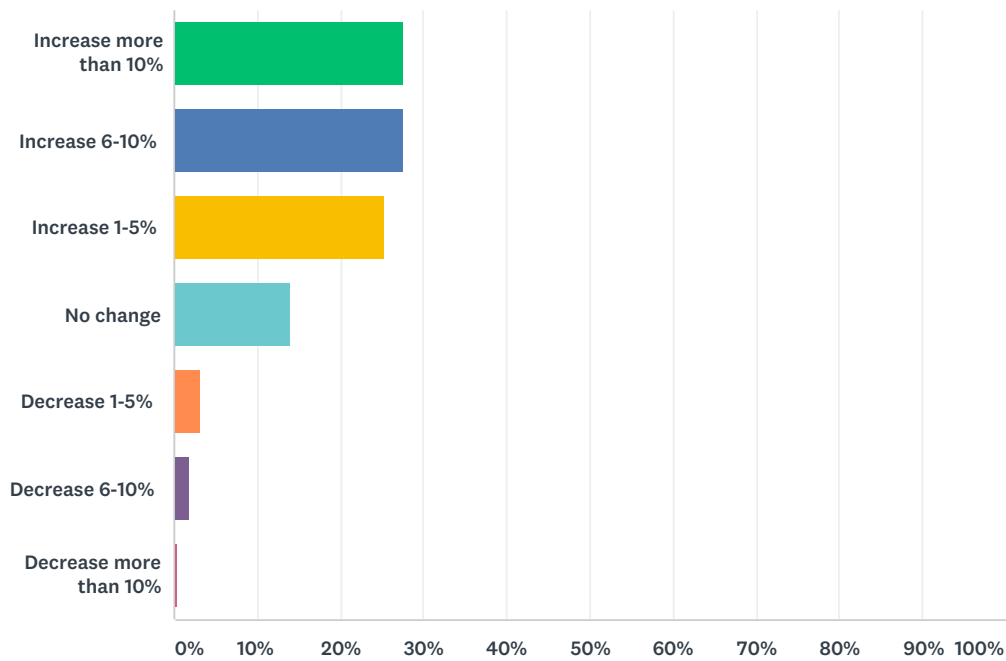
ANSWER CHOICES	RESPONSES	
Less than 1%	4.52%	10
1-3%	13.12%	29
4-6%	16.29%	36
7-10%	16.74%	37
11-15%	14.93%	33
16-20%	6.79%	15
More than 20%	11.76%	26
Negative growth rate	2.71%	6
Not Sure / do no with to specify	13.12%	29
TOTAL		221

Q35 What was the biggest factor affecting revenues in the previous question?



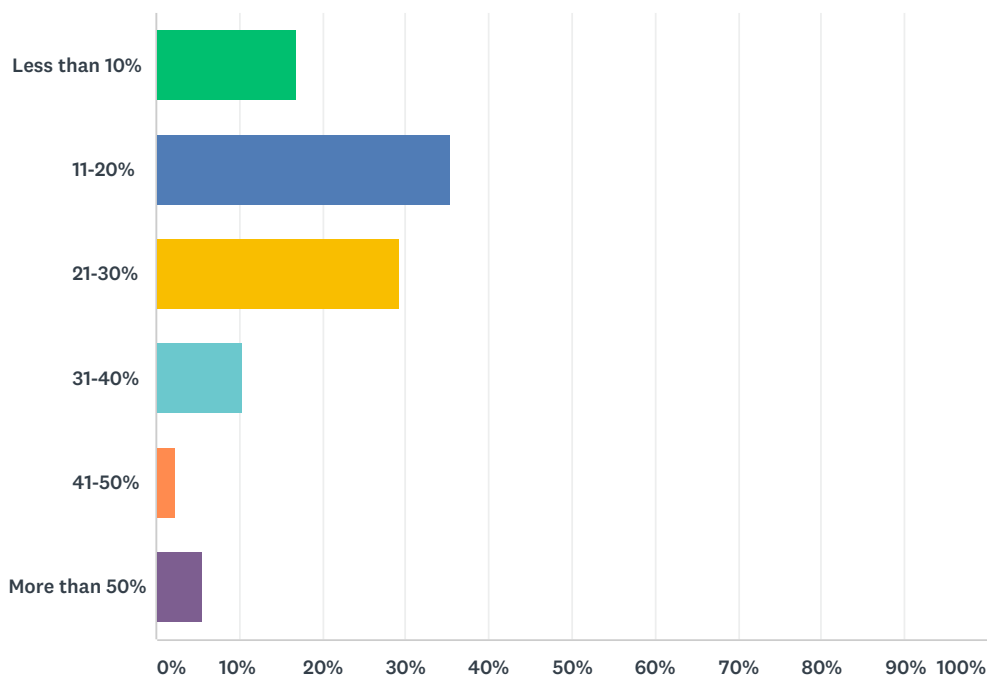
ANSWER CHOICES	RESPONSES	
Acquisition (positive)	20.36%	45
Change in marketing strategy (positive)	19.91%	44
Diversified services offered (positive)	12.22%	27
Economic factors (positive)	16.74%	37
Acquisition (negative)	2.26%	5
More competition (negative)	8.60%	19
Lost large customer (negative)	7.24%	16
Economic factors (negative)	12.67%	28
TOTAL		221

Q36 What is the projected increase/decrease in gross sales revenue for 2017?



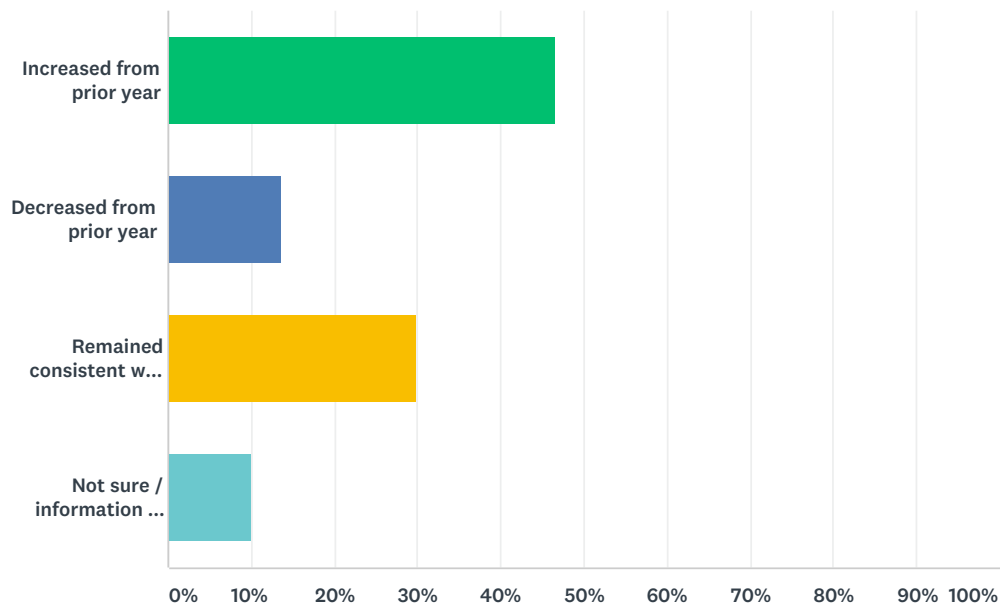
ANSWER CHOICES	RESPONSES	
Increase more than 10%	27.60%	61
Increase 6-10%	27.60%	61
Increase 1-5%	25.34%	56
No change	14.03%	31
Decrease 1-5%	3.17%	7
Decrease 6-10%	1.81%	4
Decrease more than 10%	0.45%	1
TOTAL		221

Q37 What was your approximate GROSS margin in 2016 (percentage) from janitorial/cleaning services? (Revenue - Cost of Goods Sold)/Revenue. Example: (\$100,000 - \$75,000)/\$100,000 = 25%.



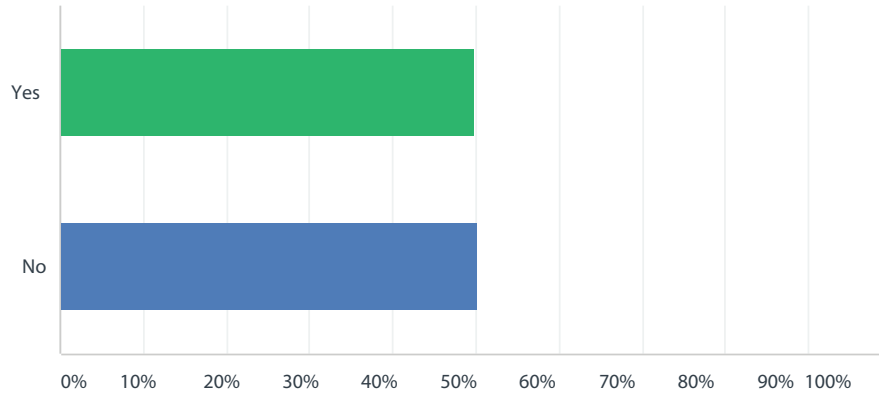
ANSWER CHOICES	RESPONSES	
Less than 10%	16.98%	36
11-20%	35.38%	75
21-30%	29.25%	62
31-40%	10.38%	22
41-50%	2.36%	5
More than 50%	5.66%	12
TOTAL		212

Q38 How did your GROSS margin vary when comparing 2015 and 2016?



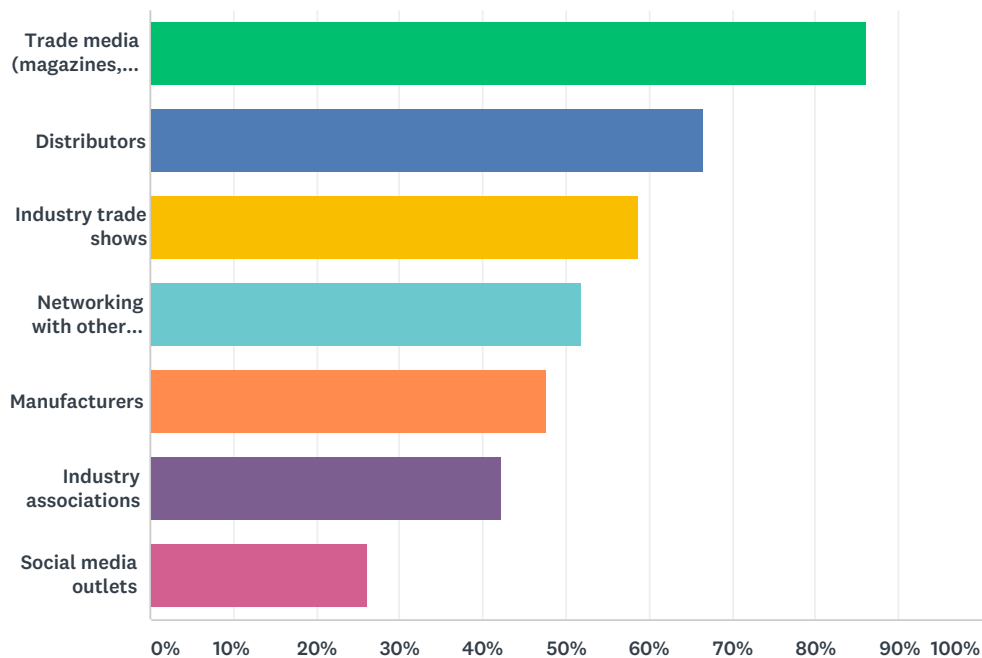
ANSWER CHOICES	RESPONSES	
Increased from prior year	46.61%	103
Decreased from prior year	13.57%	30
Remained consistent with prior year	29.86%	66
Not sure / information not available	9.95%	22
TOTAL		221

Q39 Do you plan to expand/diversify your services in the near future to improve your competitive position?



ANSWER CHOICES	RESPONSES	
Yes	49.77%	108
No	50.23%	109
TOTAL		217

Q42 What resources do you use to learn about the cleaning/ facility services industry?



ANSWER CHOICES	RESPONSES	
Trade media (magazines, websites, e-Newsletters)	86.24%	188
Distributors	66.51%	145
Industry trade shows	58.72%	128
Networking with other industry professionals	51.83%	113
Manufacturers	47.71%	104
Industry associations	42.20%	92
Social media outlets	26.15%	57
Total Respondents: 218		