

UNICCO Maintains Customers' Facilities Using MRO Software's Strategic Asset Management Solution

Founded in Cambridge, Massachusetts in 1949 by Herb Kletjian, UNICCO began modestly as a hard-working cleaning company for many of the area's universities and colleges. In fact, the name UNICCO was created as an acronym of **UNI**versity **C**leaning **CO**mpany. UNICCO has grown for over a half century, steadily expanding its services, markets and geographical locations. Today, the company is one of the largest and most successful facilities outsourcer offering comprehensive Integrated Facilities Services to customers across North America. UNICCO now enjoys \$600 million in annualized revenues, serves 1,000 customers, and employs 20,000 men and women across North America. Over 25% of the Fortune 100 are UNICCO customers and its 20 largest customers have been clients for an average of 10 years. UNICCO has enjoyed steady growth by providing dependable, quality and cost-efficient outsourcing services; building long-term customer loyalty; pursuing selective strategic acquisitions and maintaining continuous ownership and management. The company has increased annual revenues for over 20 consecutive years, including ten-fold growth over the past decade.



UNICCO: A History of Customer Service and Success

In its more than 50 year history, UNICCO has learned an essential lesson: the ability to meet its customer's needs in a timely and efficient manner is absolutely critical to its business and the reason why the company boasts a 95% customer retention rate – the highest in its industry. A large part of UNICCO's customer service offerings includes its ability to provide maximum efficiency in the tracking, reporting

Goals:	Results:
Maintain 95% customer retention rate	UNICCO prioritizes work orders and sets realistic expectations, resulting in satisfied customers
Adhere to government safety regulations	MAXIMO's historical data makes it easy for UNICCO to adhere to regulations administered by OSHA, EPA and other agencies
Streamline and provide more accurate contract management	MAXIMO's standard, efficient business processes help UNICCO maintain current contracts and quickly implement new contracts
Reduce data entry time	The MAXIMO Mobile Suite helped UNICCO reduce administrative time by eliminating data entry backlogs and double entry
Enhance reporting and analysis capabilities	MAXIMO 5's reporting and analysis solution provides high-level reports with easy access to the necessary information, including the underlying details

and prioritizing of maintenance, repair and operations procedures performed for its clients. To ensure this, UNICCO uses MAXIMO® 5, MRO Software's Strategic Asset Management software.

Recognizing the need to adopt a standard asset management system to track the costs and labor associated with facilities maintenance, UNICCO first adopted MAXIMO in 1998. Prior to implementing MAXIMO, UNICCO used a variety of systems to track critical data such as work orders, labor and general ledger reports. While still maintaining a satisfied customer base with this system, UNICCO was aware that as its business expanded and the needs of its customers became increasingly more complex, a more efficient method was necessary.

Today, UNICCO uses MAXIMO as a solution to provide services to hundreds of customer locations. In an effort to become even more efficient in its practices, UNICCO recently began upgrading its customers to MAXIMO 5, the most advanced asset management software in the marketplace delivering a 100 percent pure Internet component-based architecture.

"Upgrading to MAXIMO 5 was an easy decision," commented Bill Jenkins, Director of IT for UNICCO. "Our customers are becoming more and more sophisticated every day. These technology savvy customers expect enhanced levels of service, particularly in the way that we report our services. MAXIMO 5's reporting and analysis solution helps us give our clients high-level reports that allow them to easily access information they need including the underlying details."

Multiple Uses for MAXIMO

Every UNICCO customer is unique, so, therefore, UNICCO customizes each MAXIMO implementation to meet their clients' requirements. For example, some customers need

UNICCO to present a more sophisticated maintenance report whenever a problem has been addressed, using a problem-cause analysis. UNICCO scales MAXIMO to present these types of analyses based on past maintenance reports and specific equipment history, and presents these trends to the customer. MAXIMO sets a facilities cause index (FCI) to the equipment. This index tracks every time a UNICCO employee works on a piece of equipment, and helps UNICCO measure if it would cost less to replace the part than to fix it. Using this measurement, UNICCO efficiently maintains its clients' assets.

As UNICCO is an extremely labor-intensive business, MAXIMO's labor tracking capability is a valuable asset. MAXIMO provides visibility into the labor requirements for each client, and allows UNICCO to accurately measure "productive vs. non-productive" time. Measuring the productivity of its employees allows UNICCO to uncover areas for improvement and to share best practices and benchmarking data. MAXIMO also provides a report that helps track the number of hours each employee works. Using this report, UNICCO ensures that the client does not incur overtime costs.

"We refer to the time that our employees spend actually working on a project, as opposed to waiting for a part or traveling from site to site, as 'wrench time,'" noted Bill Terrio, Regional Operations Manager for UNICCO. "By using MAXIMO, we understand the amount of wrench time that a given job is going to take, and we have a clear sense of the most efficient way to handle the project. We are then able to realistically set our customers' expectations, and bill them accordingly. Our customers trust that they are paying us to do the work that needs to be done."

Given that UNICCO workers are responsible for maintaining facilities in a variety of potentially hazardous industries, safety is a top priority. MAXIMO's preventive maintenance reports include all necessary safety plans, in compliance with various

standards administered by Occupational Safety & Health Administration (OSHA), Building Owners and Managers Association (BOMA) and the Environmental Protection Agency (EPA). Whenever a work order is initiated, MAXIMO lists the associated hazards, instructing the UNICCO employee on how to adhere to the safety plan. For example, if a technician is given a work order to repair a damaged motor, the first item MAXIMO prints to accompany the work order is a material safety data sheet (MSDS) that includes a "lockout/tagout" procedure to avoid accidents.

"Employee safety and environmental concerns are a top priority for UNICCO," commented Terrio. "Using MAXIMO we can ensure that employees work safely and adhere to government regulations. In this way, MAXIMO aids us in complying with OSHA, EPA and other regulatory agencies. MAXIMO also provides us with historical data on work performed for sites that are audited for compliance. During inspections, MAXIMO's historical data makes it easy for us to prove that we meet government regulations administered by OSHA and the EPA."

Among UNICCO's more traditional uses of MAXIMO is its preventive maintenance function. The company is often hired to maintain critical equipment at unmanned work areas, such as telecommunications switching stations. MAXIMO's detailed records enable UNICCO to present its customers with a "proof of service," outlining the exact dates and times when equipment is serviced, and listing explanations for equipment failure, whenever necessary. As an outsourcing provider, this function is critical to UNICCO in that its customers can clearly view the value of the company in preventing downtime and maintenance emergencies.

Another crucial function of MAXIMO is the software's ability to handle contract management for UNICCO. MAXIMO streamlines the contract process and its standard, efficient business processes help UNICCO meet contract

requirements. For example, every UNICCO customer has different billing practices, the company scales MAXIMO to fit each individual contract. Work orders are equipped with a general ledger (GL) account code, which enables employees to identify whether a certain project is included under the customer's pre-existing contract with UNICCO, or whether the job is off-contract. Because off-contract work often requires separate authorization, MAXIMO prompts UNICCO if extra steps must be taken to complete a job. Finally, MAXIMO is able to produce detailed summary reports that are used in the final billing process.

"In working with facilities, we have certain jobs that are billed to the customer who owns the facility, and certain jobs that are billed to the tenant of the facility," explained Terrio. "With MAXIMO, we know going into the job if the equipment is on or off-contract. If the equipment is off-contract then we make sure that we have authorization to bill for the work, ensuring that we recover costs related to the job."

Choosing the Priorities

Considering the size and scope of many of the facilities maintained by UNICCO, from healthcare institutions to large universities, the company is forced to prioritize maintenance requests. This process helps UNICCO to set realistic timing and cost expectations for its customers. By establishing a set of priorities with its customers from the start of the relationship, UNICCO maintains high customer satisfaction and retention. To track its various project priorities, UNICCO uses MAXIMO to establish and report the parameters it uses on a daily basis.

The different cultures of UNICCO customers obviously require different priorities. UNICCO sets up nine levels of priorities and establishes codes for each level within MAXIMO. A work order placed into MAXIMO with a Level One priority code tells UNICCO that the request is an

emergency, such as a flood or fire, and that the technician must immediately arrive on site. Level Two priority codes must be responded to within two hours of the work order being placed. Lower priority codes are then based not on response time, but on completion time. For instance, a Level Five work order signifies to the customer that the project will be completed within a timeframe of one week. These parameters keep UNICCO's employees in line with customer expectations and help to maintain its high customer retention level.

"Prioritization can't happen easily without MAXIMO," noted Jenkins. "With MAXIMO handling our work order process, we set up the parameters at the onset of the customer relationship, share it with the customer so that they know exactly what to expect and then plug the codes into MAXIMO. From then on, every job is assigned a code from MAXIMO, and we know exactly what is expected of us when that work order is placed. We are realistic about the time we will be able to respond to a request, and we don't disappoint or surprise our customers, which is one of the reasons why they trust us to come through for them."

UNICCO Goes Mobile with MAXIMO

Recently, UNICCO implemented the MAXIMO Mobile Suite. UNICCO sees tremendous efficiency and cost savings advantages to equipping employees with handheld devices.

For instance, several UNICCO customers require daily readings of its utility meters. Rather than traveling to a site, marking down readings and returning to UNICCO to input those readings into MAXIMO, technicians now use handheld devices to make the

process more efficient. The system identifies a pre-defined route that UNICCO employees can follow on a daily basis. At each site, the employee identifies the utility immediately and calls up MAXIMO data from past readings. The new readings are then inserted into the handheld device and input directly into MAXIMO, saving administrative time, eliminating data entry backlogs and double entry.

"An excellent example as to why we have adopted the MAXIMO Mobile Suite is the operational tour we conduct for a large healthcare research facility," said Terrio. "Each day, we're asked by the facility to tour and inspect the equipment in various parts of the building because even the smallest variations in temperature, noise or vibration can ruin years of research for this facility. We examine the necessary research equipment, piece by piece, and then confirm the completion of the task using handhelds that are plugged into MAXIMO. If we need to, we can place a work order immediately, and establish a priority code. It's an extremely efficient way of completing what would normally be a cumbersome process."

"Our adoption of MAXIMO was in direct response to our customers' demand to receive even more detailed reports on our work, as well as our own need to become more streamlined in our daily procedures," concluded Jenkins. "To reach this level of detail and to ensure that practices such as labor management, safety and preventive maintenance are at maximum efficiency, we needed a sophisticated automated solution. We believe that MAXIMO is the *de facto* standard for such asset maintenance technologies."



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