



## Red Clean - The Business

Superclean is a specialist cleaning organisation, established in 1992 as Vertigo Cleaning. Since then the company has expanded providing cleaning services to the commercial and construction industry through its currently operated companies, namely Superclean Cleaners Pty Ltd, Superinitial Cleaners Pty Ltd, and Superbuilding and Maintenance Pty Ltd.

To facilitate the next phase of growth, the company has launched a fresh new brand, consolidating its areas of operation under the 'RedClean' banner.

The company's continual growth and success can be largely attributed to its commitment to excellent service and attention to detail. Furthermore, RedClean has developed a considerable infrastructure which assists its many employees and subcontractors with systems that can be utilised and easily replicated, in areas of quality control, tendering, management and operations.

Franchising was identified as a means of expanding the network nationally to leverage the current infrastructure to provide motivated owner operators with the necessary tools to operate their own cleaning business. More importantly, each owner operator will micromanage the operational side of their business and provide the highest service standards to customers by leveraging the intellectual property and systems of head office.



## The Challenge

As a result of significant experience in the industry, RedClean had developed systems and processes to estimate and tender for works, conduct cleaning services, manage staff, and operate a cleaning business.

The company was looking for an expansion strategy which ensured the individual owner operators had the highest commitment to quality and customer service. The challenges RedClean faced in achieving its objectives were:

- Developing a scalable business model that provided attractive returns for the owner operator
- Identifying the strategy and techniques for building a national network
- Understanding the key issues to be confronted in extending the growth of the business
- Establishing a network structure which ensured cohesive interaction and collaboration between owner operators and head office staff working in the residential, commercial and construction industries
- Developing suitable operational systems and guidelines for franchisees

## Evolution within a System

Providing franchisees with the opportunity to continually grow their business is essential in order to ensure ongoing motivation and drive. This is especially critical as the business matures

## The Solution

Initial discussions identified franchising as a strategy to enable RedClean’s next phase of growth while addressing the key challenges. DC Strategy (DCS) was engaged as a franchise and distribution specialist to develop the franchise system and growth plan. The scope of work included:

- An economic analysis to define the structure for a profitable network
- The commercial strategy and policies for operating the network
- The network growth plan and expansion strategy
- A recruitment screening and selection process
- Operations manuals and processes

The ensuing process outlined the necessary structure and control mechanisms for national growth while developing the necessary support systems to manage the national expansion. Importantly, senior management developed the necessary understanding of the critical issues relating to growth. A system was also developed which would enable franchisees to grow their business both organically and across industries.



## Multiple Market Approach

The system developed enabled RedClean to target multiple markets simultaneously

## The Outcomes

RedClean is well positioned to not only drive its national expansion across the residential, commercial and construction industries, but has the infrastructure necessary to ensure this growth is sustainable.

The core outcomes of the franchise system, distribution strategy and growth development included:

- The identification of the required head office structure to support and drive the growth
- Development of the business model, network rollout and management strategy
- Development and implementation of systems and processes to recruit and subsequently support franchisees in their day to day operation
- A detailed understanding of the responsibilities and challenges associated with growing a network

RedClean has ensured the necessary foundation has been developed to grow the business in a sustainable and profitable manner.

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