



Case Study: Complex Projects

Nationwide Technology Deployment and Third Party Logistics Across 1910 Locations, Inside 9 Months

The Customer

Essential's end-customer is a top-ranked chain of over 2,000 franchised automotive service centers across North America and Canada, serving approximately 24 million customers annually.

The service centers are independently owned and operated by entity groups. Our end-customer is a wholly owned, indirect subsidiary of one of America's largest oil and natural gas producers, and a market leader in the industry.

What	Upgrade all PC operating systems & point-of-sale system without service interruption for customers
Where	1,910 locations nationwide
Outcome	Successful early completion; all overnight deployments

The Challenge

The customer needed Windows 7 upgrades on all PCs at 1,910 locations across North America. In addition, they had a new point-of-sale system — developed by a consulting company — that needed implemented at each location. These refreshes required system downtime, so the work needed to be completed after hours to limit the impact to customers, and it needed to be completed as quickly and efficiently as possible to have all stores operational under the new systems.

The Journey

The end-customer's parent company attempted a roll-out of this program with a different vendor. The program was deemed a failure due, in part, to the vendor's inability to understand the complexity of the deliverables and insufficient capabilities to make quick course correction during execution.

After the unsuccessful attempt, the client partnered with a leading consulting company to oversee the project. The company brought EssentialSM on board to handle the implementation across all locations due to our robust — yet flexible — Managed WorkForce[®] solution, led and managed by our experienced Complex Projects Solutions team.

Essential is the best in this business...
If you want a smooth deployment with the best customer experience, then think of Essential. They understand your business need and provide quality deliverables on time and on budget.

— Consulting Company

The Solution

Essential's Complex Project Solutions (CPS) team worked closely with the consulting company to ensure smooth project completion. CPS is a dedicated project management team that partners with clients to provide high-quality service that is redefining complex project management standards in the field service industry.

Deploying 1910 stores on schedule with minimal or no business disruption to the client is simply marvelous. We really appreciate the collaboration, hard work, flexibility that Essential demonstrated.

— Consulting Company

The project manager at the consulting company says, "Essential was quick to understand the challenges, introduced several best practices and brought the best customer experience possible to our client."

With 30+ professionals ranging from resource, business and project managers, to project solutions architects and implementation coordinators, Essential was able to construct a core team with the necessary skill sets to manage this large-scale implementation, providing the end customer with efficient and effective project completion.

Preparation

Essential worked closely with the project's key players to finalize a robust deployment handbook that was shared with all field service technicians working on the project. The handbook included a detailed step-by-step instruction manual, check lists for pre- and post-deployment activities, and testing and sign-off forms required for the completion of migration.

Pilots began shortly after training to ensure that processes and documents were working as expected in live environments, and that planned processes were scalable. A total of 55 stores were completed in about six weeks, with observers present to provide feedback on the overall process. These pilots revealed that documentation was solid, with only a few small improvements needed. It also revealed some minor adjustments necessary to the communication structure between Essential and the consulting company. This valuable feedback allowed the entire project team to fine-tune all processes prior to deployment.

Roll-Out

With all documentation finalized and in place from the consulting company, roll-outs began across the country. Essential's 24x7x365 business model and Managed WorkForce® solution allowed for successful overnight deployments six nights a week, minimizing business disruptions in all markets. Essential's CPS team was in place throughout the project to coordinate the details including schedule creation, tracking of all checkpoints in real time, daily reporting and handling technician scheduling, tracking and site completion.

The Results

Essential successfully coordinated 408 technicians working at 1,910 stores across the country inside nine months — with minimal or no business disruption. Technicians were on sites six nights a week during the deployment, completing the work after-hours to minimize disruption to the end-customer. The consulting company agrees it was "painstakingly complex" project that required a lot of coordination, but the end-client was extremely satisfied with the deliverables.

"Essential's timely response, flexibility to adapt to dynamic schedule changes, and a strong commitment contributed to the larger success of the program," said the project manager from the consulting company.

We amazed our client by completing the deployment one week ahead of schedule, and Essential played a major role in bringing success to the program.

— Consulting Company