Collaboration Workspace

The McIntosh Group

Collaboration Workspace turns into a Competitive Weapon for The McIntosh Group

Background

Founded in 1998, The McIntosh Group (TMG) provides process innovation consulting and architecture services to corporate, commercial and other clients that rely on developing, expanding, renovating and acquiring buildings to meet their business objectives. TMG works with some of the nation's top office supply and electronics retailers, restaurant concept franchisers and management companies to deliver building openings as promised, thereby supporting their ability to meet shareholder expectations.

TMG's principals have extensive expertise in the key components of real estate development, project management, and planning and information systems. The company's service offerings in process innovation encompass business process reengineering, information systems integration and project management. TMG clients include Kinko's, Office Depot, Wal-Mart, Cingular Wireless, Olive Garden and Yum! Brands, which owns such well-known quick-service restaurant companies as KFC, Pizza Hut, Taco Bell and Long John Silver's.

The Challenge

In 2003, TMG was awarded a contract by Yum! Brands to manage the conversion of 900 existing Pizza Hut restaurants to include a new concept called Wing Street in a co-branded configuration, As the program manager for the Wing Street conversions, TMG was charged with providing a wide array of services, including:

- Engineering the business processes specific to Yum! Brands and developing process documentation
- Developing process templates for use in managing and measuring business processes
- Selecting and implementing off-the-shelf technology tools that support Yum! Brands' needs
- Developing a Web application to provide program and project information, along with custom management reports
- Business and technology training for Yum! Brands' development team, including key vendors and consultants
- Providing follow-up assistance, including advanced training, troubleshooting, maintenance and continuous improvement

The project required TMG to oversee and coordinate the work of approximately 200 individuals across more than 40 companies nationwide_ These organizations included architects; MEP (Mechanical, Electrical and Plumbing) contractors; civil and structural engineers; equipment suppliers and consolidators; asbestos consultants; sign vendors and installers; permit expeditors; and client personnel in operations, sales and marketing, construction, and property management.

Customer Details

The McIntosh Group
www.themcintoshgroup.com

Industry

Engineering and Construction

Challenges

- Manage the conversion of 900 existing Pizza Hut restaurants to a co-branded configuration.
- Oversee and coordinate the work of 200 individuals across more than 40 companies nationwide.
- Ensure that all parties can easily review and share thousands of files, regardless of format, type or an individual's location.
- Reduce costs of sending documents by messenger.
- Eliminate the inefficient chore of emailing documents for review and approval,
- Develop dozens of business processes and process documentation specific to the client.

Unfortunately, the data shared by these teams resides in myriad document types and formats—including architecture layouts, signage layouts. review and approval forms, photos, tests and balance reports, asbestos reports, construction information, templates, analysis reports, construction documents, property management releases, and building and sign permit information.

To successfully execute the contract, TMG needed a Web-based collaboration solution that would allow authorized users to view project documents at any time, from anywhere.

TMG also wanted to minimize the cost and delays of sending documents via messenger and eliminate the inefficient, time-consuming chore of emailing document attachments for review and approval.

The Solution
To meet the challenge of capturing all essential program and project information and making it available to key project personnel, TMG turned to SWORD CTSpace's enterprise content collaboration solution - Collaboration Workspace, which is delivered on demand via a SaaS (Software as a Service) platform.

Collaboration Workspace combines document management, business process management and business intelligence into an integrated solution with a low total cost of ownership.

Using Collaboration Workspace as a foundation collaboration platform, TMG setup separate collaboration workspaces for each geographic market of the Wing Street project. The average market encompasses 30 projects; some have as few as five and others as many as 50. Each workspace provides a secure, online, on-demand environment through which team members from multiple organizations can share and exchange project documents.

Within each workspace, TMG creates folders for each type of project deliverable. When new deliverables are uploaded to their respective folders, an email notification informs other team members who need to know and who may be required to take specific actions. For example, when the documentation for a client-approved remodel design is uploaded, a notification goes to the client's local property management team, which then submits it to the owner of the leased property or properties for approval.

Results
- Tighter business process enforcement internally and externally improves consistency across the program.
- Uniform naming conventions and powerful search enable faster document tracking.
- Highly visible audit trail keeps all parties accountable.
- More open communications leads to greatly improved efficiencies.
- All parties have increased confidence that they are working with the latest plans and documents.
- Overall, an improved competitive advantage.

"I can't imagine doing a large-scale program without a tool like Collaboration Workspace."

Lanny McIntosh, founding principal of the McIntosh Group

The Results

Process Enforcement Improves Consistency across the Program

This approach to document management and collaboration has been key to the success of TMG's business model. "We are overseeing all of the design-related activities in this very high-volume, nationwide building program," said Lanny McIntosh, founding principal of The McIntosh Group. "As a result, we have introduced a different style of management. Traditionally, large-scale programs such as the Wing Street remodel project have been managed on a regional basis by construction managers and design consultants who typically use their own preferred tracking tools such as spreadsheets. But with Collaboration Workspace, we can easily enforce processes and ensure consistency - including standardization of terminology—in all of our documents and across all market workspaces."

Powerful Search Capabilities Enable Fast Document Tracking

The powerful search engine in Collaboration Workspace also supports TMG's best practice of creating precise naming conventions for deliverables. "Having consistency in document-naming conventions avoids costly delays and reduces the chance of error," said McIntosh. "it ensures that when we run a daily query of the Collaboration Workspace database, which may include information for 300 or more projects, we can readily identify the latest documents to be uploaded."

Audit Trail Keeps All Parties Accountable

Collaboration Workspace's tracking and audit trail capabilities help TMG keep users accountable. Management can easily identify all previous documents and their revisions, as well as complete histories for all documents. These features are useful when determining whether documents have been uploaded on schedule, "We no longer have to spend a lot of time tracking people down and making sure they've finished what they are responsible for," said McIntosh.

Improved Efficiency and Competitive Advantage

McIntosh commented that the more open communications enabled by Collaboration Workspace have improved overall efficiency. Stakeholders are now confident that they are working with the latest plans and documentation, which saves time and improves end-to-end efficiency.

"'We're no longer wasting time trying to find the most current drawing or report," he said "And Collaboration Workspace is saving us significant time and money in document management and tracking."

McIntosh added that having an up-to-date and consistently formatted information base is a valuable asset in enabling TMG to extend its work with a client. After completion of an initial program, TMG is well-positioned to continue on further remodels, new construction, relocations and more focused programs.

"In fact, Collaboration Workspace has performed so well on the Wing Street project that one of our goals for next year is to leverage Collaboration Workspace as a tool to help us bring on board more clients with high-volume building programs," he said. "Bottom line: I can't imagine doing a large-scale program without a tool like Collaboration Workspace."

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