



Royal Mechanical Services, Inc.

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Rollout Royalty

Handling Rollout Projects with Ease

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Abstract

Like it or not, there are companies out there only looking to make a buck instead of looking to fully assist you with your project management needs. There are companies who will not stick with you when the going gets tough, leaving you high and dry to solve problems on your own. There are many problems and issues that can come up when completing a major project, especially rollout projects where consistency, speed and quality are key. It is imperative that you find a project management company that can help you every step of the way and consider your success their success. You need a company who considers you a partner, rather than a customer. The following paper will describe the many difficulties that can come up when completing a rollout project and how Royal Services works to solve those problems and make your life easier.

- Royal is a partner.
- Royal is with you every step of the way, steering the ship from start to finish.
- Royal is an expert in this line of work and employs knowledgeable managers and technicians to complete your project.
- Royal knows what to expect and can jump over hurdles with ease before their partners even know there is a problem.
- Royal cares about your success and shares common goals.



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Introduction

With any major rollout project, there are a number of problems that can arise. Your rollout could involve things such as a new fixture, updated look, carpet refresh, or POS upgrade across all of your stores, which can include hundreds or even thousands of locations nationwide. You obviously want this to be completed in a timely, consistent and cost-effective manner. However, with the high number of stores involved there will be a large number of people involved as well. This can lead to communication issues, inconsistencies in quality, store disruption and a lengthy decision-making process among all of the parties involved. With the stress it can cause throughout your organization, it is a normal reaction to dread rolling out a new technology or updated fixture among all of your stores. What should be an exciting time for your company turns into problem after problem, causing you to lose money, customers (which translates into lost sales) and possibly even employees.

Your [project management company](#) can make all the difference in [rollout projects](#). They can be a source of additional problems with excuses for underachievement, scheduling conflicts and multiple change orders leading to higher prices; or they can be a solution to your problems with professional technicians, knowledgeable project managers available 24/7 and fair pricing that benefits your company.

The following white paper will go into more detail about rollout problem areas and the steps [Royal Services](#) takes to make the process as smooth as possible and how they strive to offer solutions to every problem that might come up.

What is a rollout project?

A rollout project involves implementing a change across a selection of stores or your entire portfolio of locations. It might mean installing new carpet or a new technology, [replacing your neon bulbs with LED](#), or changing out your fixtures with an updated



design. There are many names for rollout projects, including high velocity projects and special projects, but there is only one company that you should trust to partner with. That company is Royal Services, who truly are the rollout experts, or "the king of rollout projects" as they were recently referred to by one of their customers. Royal's rollout project management skills are the best you will find whether you are looking at a branding update, store within a store, security upgrade or technology feature zone creation across your portfolio.

In the fast paced world that we live in, Royal excels with high velocity projects. For national or regional projects requiring fast, flawless execution, Royal has an incredible team of special projects coordinators with more than 25 years of experience that can work with the client to complete the job correctly.

When it comes to rollout projects or remodels, at a handful of locations or across your entire portfolio, the project managers at Royal Services have the expertise to deliver successful completion on-time, on-budget, and on-spec, as their [RAZOR](#) management technology and reporting platforms guarantee your involvement and satisfaction every step of the way.

Problems and Pain Points

In today's world, everyone is looking to save a buck and will do whatever it takes to accomplish this goal. This might mean over-charging large companies, creating extra (and unnecessary) work to boost business, or not allowing an equal partnership with the smaller businesses. Companies who want to complete major rollouts among all of their stores can run into many difficulties, including store closures, high cost of service and poor quality work. With the many worries they will face, businesses should not also have to worry about their project management company making the process even more difficult.

The following is a list of problems that businesses often run into when attempting to perform rollouts across their portfolio of properties:

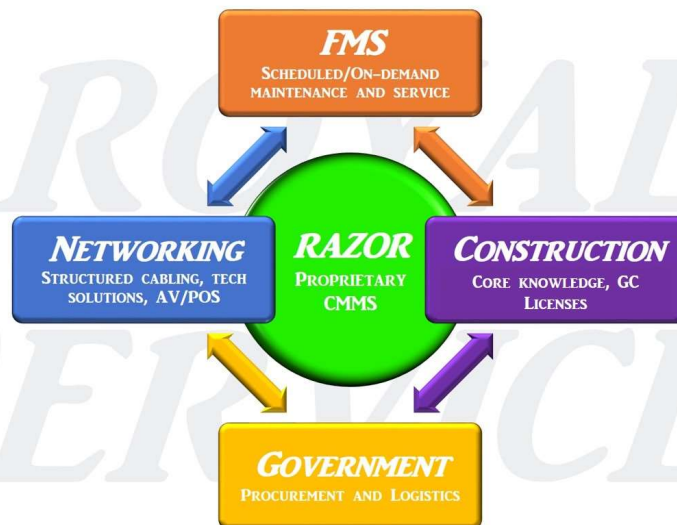
- Poor communication (between client and project management company, project management company and technicians, client and vendors)
- Inconsistencies in quality
- Store disruptions

- Scheduling difficulties
- High prices stemming from inefficient work
- Untimely decision-making process

Addressing each of these problems individually can be time-consuming and costly, but unfortunately unless they are taken care of they will continue to cause difficulty within your business. Finding a project management company that will take care of all of these issues on your behalf can save time and money, and leave you to take care of important things like growing your business.

The Royal Process

Royal follows a specific process when completing a rollout to ensure consistency and efficiency. They provide a turn-key service, providing everything from start to finish. They take steps before, during and after in order to effectively complete the project and reflect on and make changes to their work for the future. This is possible due to the collaboration between the four departments at Royal Services.





Before

Royal's techs have [qualifications and licenses](#) across the country, including BICSI and general contractor licenses. Royal also boasts Crestron certifications, as well as LEED Green Associates within the company. Before a project begins, Royal works to minimize risk for the client by completing administrative tasks, including checking insurance requirements and vetting vendors. The next step before a project begins is putting a contingency plan in place for problems that may arise. While the hope is that everything will run smoothly, sometimes things come up and Royal feels strongly about the importance of being prepared for any surprises that comes their way. Consulting with the client to develop the scope of work drives efficiencies from the beginning; it allows Royal to build a schedule and put expectations in place from start to finish. They can then communicate the SOW to be completed and train the field staff appropriately. Guidelines are set for the job and measures are put in place in order to ensure consistency throughout. They also work with logistics companies to set schedules for any transportation that will be required. As a government contractor, Royal is able to procure products at a lower price point making it more cost efficient for the client; before a project begins, they make sure to obtain any items they may need and look for the lowest cost available without sacrificing quality. Because of the multiple warehousing depots across the country, Royal can buy in bulk for their clients which is another cost-saving method they provide, and also allows them to obtain products that might not be regularly available, or are only made to special order.

During

When the project begins, Royal prides itself on its ability to think on the fly, owning and solving problems when they occur. The utilization of RAZOR, Royal's proprietary CMMS, allows them to send documentation to the client about progress, including photos of completed work or problems that have arisen. Royal works diligently to manage other members within the project, work with vendor partners, and in whole, taking complete control of the project, steering the ship from beginning to end. This allows the store owner and employees to focus on what is important, which is their store and its success. Royal completes detailed, customized reporting for their clients,

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which they can check through the RAZOR software. RAZOR also helps with efficiency in monitoring anyone working on the job, as they will check in and out through IVR, which is integrated with RAZOR. Work crews on the job are all provided with tablets in order to take pictures of the site and give the client access in real time, allowing for immediate feedback. Royal also employs remote project managers across the country for quality control purposes. These men and women have internal knowledge and experience through all departments from AV and loss prevention to HVAC and construction. Eric Storie is one of Royal's remote project managers in the southwest. He explains how his physical location helps him effectively manage projects.

"As a project manager who works remotely from the West, I am able to comfortably extend Royal's geographic reach. During rollout projects, I can mitigate issues that may otherwise occur due to Pacific and Mountain time zones. I can be onsite when needed, and help foster our relationships with our technicians in this region."

After

When a project has been completed for a client, the work is not finished for Royal. The project managers take time to evaluate the process and reflect on ways to become more efficient in the future. The facilities maintenance department provides ongoing support for the client, and due to the information they have received and stored, they are able to complete projects in an expedited fashion without having to take more time to learn about the stores and their intricacies. Royal is looking to create lifelong partnerships and knows that in order for this to happen, they must remain diligent in keeping their clients' stores running seamlessly. The most important part of Royal's success is their team of highly skilled individuals. Project manager Matt McConnell expounds on this important factor.

"Speaking as someone who has been on both ends of a rollout project, in the field and driving the bus, I can attest that efficiency is key. From scope documentation to route planning, Royal has it nailed. With the use of technology, communication and real world know how, plans are put in place well in advance of project kickoff and run smoothly and efficiently until the end.

But all that being said, the biggest key is utilizing the right personnel. The best laid plans will fall to pieces if you don't have a team in place to execute those plans. Our team is built upon project managers that truly care about the projects, no matter the size or scope, and will work endlessly to ensure the project is completed in a manner that far exceeds client expectation."



What Sets Royal Apart

Chris Salva, director of Networking Services for Royal, considers himself “paid to be paranoid,” and is proud to have a team of men and women who operate on the same theory.

“As director, I have been able to watch my team in action and it never ceases to amaze me how well they relate to the needs of our customers, how quickly they react to changes and how well they plan for contingencies so as to minimize any situation. In this high demand world and industry, to have the means to discern is a high commodity and we are blessed to have a company full of such men and women.”

He goes on to explain the many different ways in which Royal’s rollout process sets them apart from other companies.

“A rollout, as orchestrated by Royal Services, provides many levels of ease, security and cost savings for our clients. When my team can effectively manage all the facets for our clients requested jobs; from the material orders, delivery of fixtures, and down to the minutiae of authenticating each site’s complete scope of work so that nothing is missed, a general peace-of-mind is offered regardless if it is for 20 locations or 1,200. By using our well-developed and defined team processes we can deploy regional and local technicians that hold expertise in a variety of trades which can accomplish what many in this industry still struggle with and that is getting the job done, correctly and the first time out. We have had decades of experience in doing these and have used just enough technology to enhance our responsiveness yet to not detract or take away the human element – our project managers.”

One Point of Contact

One thing that Royal Services offers is [one point of contact](#) for all of your needs; this takes care of any communication issues that arise, inconsistencies, scheduling issues and long decision-making processes. Royal Services’ proprietary CMMS [RAZOR](#) allows their partners to log on to their account and see exactly what is happening at each of their properties. Clients also have the option to contact a customer service representative who can assist them 24/7/365. Jody Jackson, customer service specialist



for Royal, explains in more detail about the service she provides for partners of Royal Services.

“Currently we are providing 4 rollouts for company “S”. I provide the customer service between the client and Royal project managers. I forward all inquiries from the client to their assigned project manager and let them know all the status updates regarding their rollout. I inform them of when their service will be scheduled, any unexpected issues and completions. I also do weekly reporting to the client, which allows the them to review all projects on their progress and completions. If there are any questions with their reports, I am able to give them a detailed answer.”

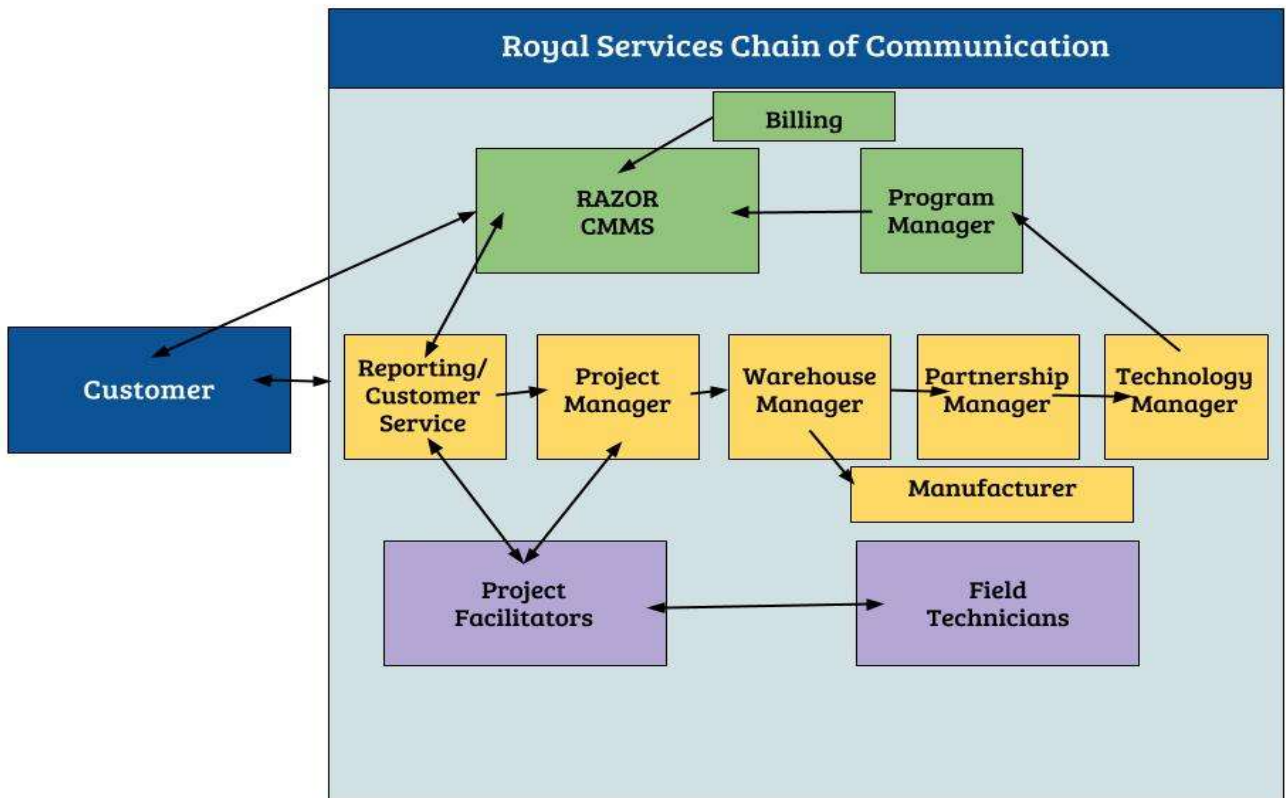
Another way to gain information about what is happening is by logging into RAZOR and viewing progress reports. This program was created by Nathan Shyver, a member of the Royal Services ownership team specifically for Royal and the services they offer. For more information about RAZOR, please see page 10 which is dedicated to explaining RAZOR and its capabilities.

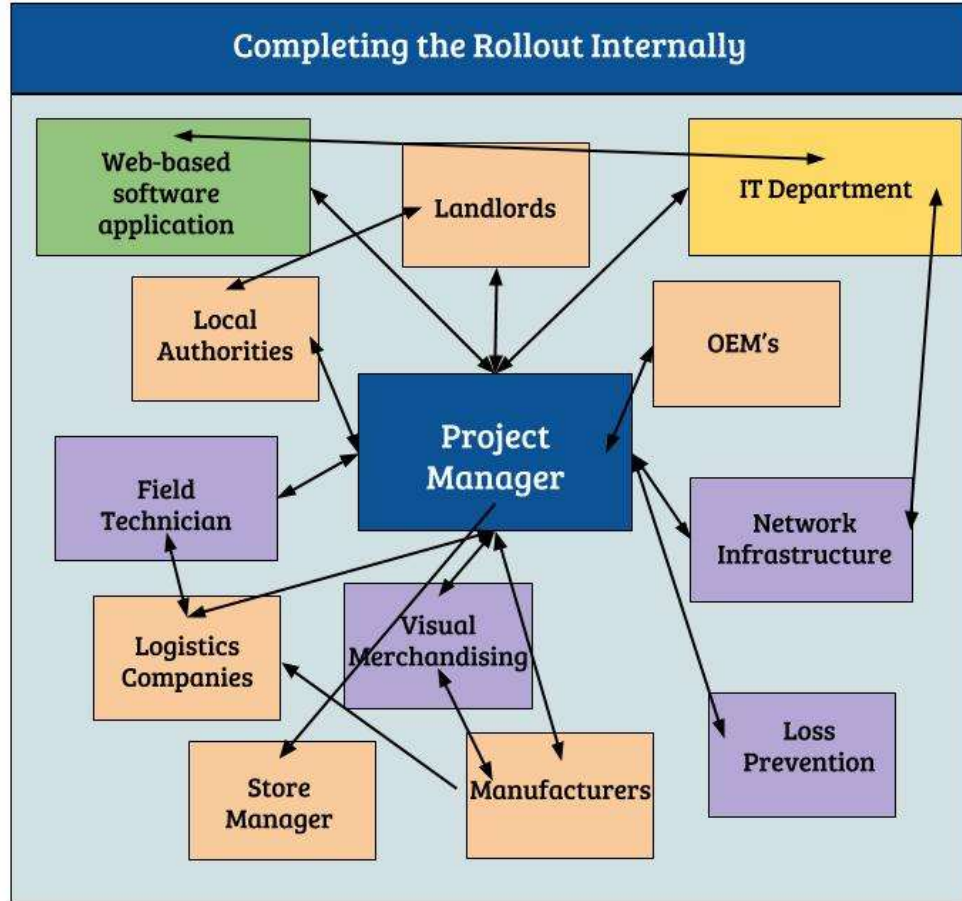
Regardless of how you choose to contact Royal, you will be able to have all of your questions answered in an efficient and timely fashion. Royal treats each of its clients as partners and strives to maintain solid relationships with each of them. Their 17 and 23 year relationships with Sprint and Hallmark respectively, exemplifies their ability to develop long-lasting partnerships with their clients. Jody Jackson is proud to work for Royal due to the incredible way they take care of their clients.

“Royal Mechanical Services takes the time to be courteous and we effectively take care of our partners. Royal Mechanical Services strives to deliver more than we promise. Royal’s customer service provides a positive connection by getting to know our clients.”

A representation of the communication system within Royal Services. Whether you want to speak to a person or simply check the status online, Royal makes it easy to get the information you need.

The following diagrams exemplify the difference between using Royal Services for your rollout projects and attempting to complete the project in-house.





This is a representation of what the communication chain might look like if you tried to handle a rollout project internally.



RAZOR

Royal Mechanical Services' proprietary CMMS

When you're tasked to manage multiple clean, safe and well-maintained facilities for your organization – especially across widespread geographic locations – your job is challenging as it is. Once you add increased expectations for lower overhead, less downtime and tighter budgets, those obstacles only stand to increase.

With Royal's fully secure, proprietary, interactive facility management software, RAZOR, you can simultaneously view progress, monitor expenditures, request service and create reports—all from a single, easy-to-use digital interface. This vendor management software makes it possible to juggle hundreds of national projects, all taking place simultaneously, in one place. With many organizations you have the opportunity to subscribe to their CMMS, but that is the only service they provide. With Royal Services, RAZOR is provided to all clients under contract for their scheduled and on-demand maintenance. This is just one example of many value add items associated with Royal's way of doing business.

Royal Services helps give your organization the added edge it needs to stay competitive. Whether it's searching for new, innovative ways of saving you time and money, helping you maintain the integrity of your brand, or providing you with hands-on service 24/7, Royal holds itself fully accountable and is committed to enhancing the performance of your integrated facilities solutions from concept to completion.

Rollout Completions

Royal's list of completed rollouts is extensive, and continues to grow. Included below are Royal's completed projects for 2015 and current rollout projects for 2016.

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2120 total high velocity rollouts in 2015:

- 300 OEM ACE Locations - including under carpet power installation
- 110 RadioShack Store within a Store (SWAS) Locations (national custom roll-out project)
- 83 Sprint F7 Store Cleat Redux Locations
- 234 Samsung LCD Relocations
- 505 LAN Rack Upgrade Locations
- 850 Hallmark Win POS Locations
- 38 RadioShack Remodel Locations

A current rollout project being performed by Royal Services is the removal of display cases across over 1000 Sprint stores. Below are the details for this project, as well as a response from the retail merchandising director at Sprint.

Rollout Analysis – current project *SPRINT Accessory Display Case Demo*

SCOPE: Royal to respond and remove all display cases off property. Disposal via priority methods of:

- A) Repurpose Fixtures by donating to Goodwill, Red Racks or similar market
- B) Demolish and dispose at refuse/landfill locations

Some cases are affixed to concrete floor, will need to have it removed, anchors cut and carpet squares repaired/replaced.

Also look for hazards that may be found under these cases, i.e. under carpet electrical and/or data connections. Made these safe and reported to Sprint.

Current Stats:

Started project:	April 27, 2016
Completed:	June 18, 2016
Number of locations:	1,029 Corporately Owned Stores
Electrical Issues Found & Fixed:	20



Issues/Resolutions: 6 locations * sites would not permit Royal tech's onsite to remove cases. Didn't read their notices from corporate. Sprint corporate was notified, and resolved confusion. No go backs or complaints as of this date.

Over 5,000 fixture cabinets have been removed with minimal interruption to sales and services across the Sprint portfolio.

Tamara Jones, Sprint Retail Merchandising, advised that Royal greatly reduces her work load on such large scale projects as this. So much so that she has authorized Royal to manage scheduling of her manufacturing and freight vendors to best coordinate and accommodate installation schedules to create the least impact to the sales personnel nationwide.

Royal has completed the following projects in 2016 alone:

OEM Fixture installation for multinational technology corporation – 182 Stores Complete

Fixture Decommission for wireless provider – 80 Stores In Process

Fixture installation for national grocery store chain – 63 Stores In Process

Accessory Display Case removal for clothing retailer – 1026 Complete

Host Stand Demo (Fixture Decom) for small box retailer – 337 Complete

Snap Frame (Fixture installation) for telecommunications company – 455 Complete

SWAS Demo(*Store Decom*) for national electronic store – 29 Complete

Rebranding project for national health & wellness company – 2 stores in Process

Remodels for national greeting card company– 9 in Process



Project Management

The following are items that set Royal apart from other companies when completing a project across numerous locations:

- Royal begins by defining the project. This means communicating with all key players before the job begins, including IT, loss prevention, operations and real estate. This allows Royal to know exactly what will be required of them right from the start.
- The next step is developing the scope of work. With the knowledge and experience that we have, we play an active role with our clients to develop the scope of work to ensure it is the most cost efficient and effective strategy possible that will allow us to meet our client's needs. By providing turnkey solutions, we are able to take care of all aspects of a project from design to completion, to provide our partner with just one point of contact.
- Communication is key to any successful project. Royal begins by training the field technicians to ensure consistent quality of work. They also supply the techs with tablets that allow close to real-time monitoring of the project. Rather than requiring the client to continually ask about progress, Royal is sure to give frequent updates so their clients know exactly what is going on in their stores.
- The offices at Royal house employees who can answer questions across all trades, as they themselves have worked in the fields in the past. If an HVAC issue arises, a specialist in this department will be there to solve the problem.
- Royal has 23 years of experience in the project management field. They can be trusted to work alongside their partners to complete projects efficiently, as they have been perfecting their techniques for over two decades.



Conclusion

While many problems have the opportunity to come up during a rollout project, finding the right project management team can be the answer to keeping those problems at bay. Finding a company who is working with and for you with your best interests at heart is key. Look for the following factors when choosing the company who will handle your rollout:

- One point of contact – this saves time and frustration when dealing with problems or scheduling projects over many locations
- Advanced CMMS – having this available means you can check on the status of your projects and see real-time progress
- Long-term relationships – look at the other companies who work with the project management group. Long partnerships mean the PM group cares for and nurtures the business relationship.

Don't simply look at up-front costs when choosing the team who will handle the implementation of a major change across many or all of your locations. Be sure to look at the total value, which includes everything that the company stands for and what they can do for you to save you time, money and headaches during this important and exciting time for your business.

For More Information

For more information, please contact jleeper@royalsvcs.com
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