

Case Study

Turn Around – Engineering Services Firm

Scenario: An engineering services firm with an annual revenue stream of \$300 million faced the need for a paradigm shift in its operations model. The firm's customer base was demanding digitized product feeds in a highly automated environment, rather than the firm's existing paper-based, labor-intensive service. Failure to make this paradigm shift in operations and to restructure delivery threatened the survival of the firm.

Engagement: One of Harvest's advisors was engaged to develop and direct a full blown revamping of the client's operations, from its field engineers' work processes to its backroom service delivery. The Harvest advisor formed a dedicated operations restructure team from each of the client's operating and support units, supplemented with supplier teams providing coaching on state-of-the-art process technology tools.

Results: A comprehensive analysis and operational restructure plan was developed within six months. Implementation of the plan, led by Harvest's advisor, was completed within one year. The client's field engineers adopted more efficient PC-based, digital imaging technology with their delivery support operations streamlined. The firm's customers received the desired digital information formats compatible with their automated environments. The firm's operating costs were reduced 15%, customers needs were met improving client retention, and the viability of the client's future was secured.