



ROLLOUT OPERATING SYSTEM WITH HARDWARE COMMERCIAL VEHICLES

REPLACEMENT OF THE OLD USER HARDWARE WITH A NEW STANDARDIZED GROUP SOFTWARE FOR ALL EMPLOYEES AT ALL LOCATIONS

A Munich-based commercial vehicle manufacturer had to update its existing workstations due to the discontinuation of manufacturer support. Tight deadlines posed further challenges for the success of the project, which, together with the hardware replacement, required a complex rollout that led to increased resistance in advance.

PROPOSED SOLUTION

Split into several sub-projects. Agile project management for the team design. Integration of relevant stakeholders. Process analysis in operation. Full-fledged change management for rollout implementation. Promotion of a comprehensive cooperation for holistic project success.

RESULTS

More motivation through collective collaboration. Complex but functional rollout. Timely and correct implementation. Handover to the line through targeted and focused rollout.

REPLACEMENT OF THE OLD USER HARDWARE INTO A NEW STANDARDIZED GROUP SOFTWARE FOR ALL EMPLOYEES AT ALL LOCATIONS

The expiring manufacturer support became an increasing problem for a commercial vehicle manufacturer, as all workstations had to be replaced with a more current version. Together with the adaptation of the previously used hardware, the project developed into a gigantic rollout to implement the necessary changes.

Already in the past years a successful implementation was tried several times with other service providers. But this became an almost unsolvable project due to a lack of motivation and resistance of the own employees. In this respect EVOSULT was involved in the project reorganisation in order to positively accompany the rollout management and to provide a full-fledged change management around the hardware exchange.

LACK OF MOTIVATION FOR IMPLEMENTATION

Due to the enormous effort and adjustments for the employees, the project enjoyed only limited popularity internally. Especially the failed attempts in the past became a problem because of the lack of acceptance and satisfaction. The resulting atmosphere not only led to active resistance, but also created a wave of prejudice and unjustified criticism, which had to be balanced out again with the help of a clear consulting structure.

Due to the failed attempts so far, the deadline also posed a problem because there was not enough time left for a detailed and fully-fledged explanation. At the same time, however, the necessary trust in the stakeholders and sponsors had to be restored in order to have sufficient budget and the necessary credibility for a further rollout. With a clearer division of the project structure, it should be possible in this respect to combine the coordination of the project with the migration to the new system.

WITH MORE STRUCTURE FOR ROLLOUT

To simplify project implementation, the previous situation was reviewed and analysed for current weaknesses. For this purpose, the stakeholders were again increasingly involved in the development process in order to gain the necessary trust and to make a good project reorganisation possible. Personnel adjustments were also necessary in certain areas in order to ensure a comprehensive motivation and good work in the necessary implementations.

The already existing rollout processes had to be optimized by EVOSULT and partly replaced by completely new structures. Within an additionally established project phase the approaches were sufficiently tested in order to be able to optimize them for the daily operation. In combination with a comprehensive change management, the only few functional structures were replaced in the shortest possible time to bring the project technically and structurally up to date.





It was particularly important to convince the employees of the necessary measures and the associated benefits. Through regular major events during the project phase, the reservations that had arisen could be reduced in order to carry out the rollout with the necessary consistency. Together with targeted reporting as well as permanent monitoring, the systems could be completely changed over so that comprehensive communication between agency, service provider and team was promoted.

SUCCESSFUL CONVERSION ACCORDING TO THE ESTABLISHED PLANNING

As a result of a fast, consistent and motivating implementation, it was possible to successfully complete the rollout even after several attempts. Within the scope of the project reorganization, the project team was brought up to date and the performance in the company was improved. With the help of targeted stakeholder management, it was also possible in this respect to strengthen the various groups of interested parties and promote acceptance.

On this basis, the rollout results proved the success of the entire implementation, which meant that the project renovation was completed completely within the planned framework. The conversion of the workplaces was successful in terms of both time and money, so that in the future the workplaces will be more modern and above all more sustainable. With proven rollout processes, the planning could be handed over to the line without any problems in order to guarantee a functioning realization.



ABOUT EVOSULT

EVOSULT is specialized in implementation and rollout projects in medium-sized companies up to multinational corporations. We rely on classical as well as agile approaches in project management. In particular we keep the human factor in the centre of the implementation. EVOSULT's experience in business consulting shows that the transformation in companies is the more successful the more comprehensively all parties involved are involved in the changes.

Contact person:
Kai Kobbelt
+49 89 3090557-35
beratung@evosult.de