



a case study

SEARS

company profile

Sears Holdings Corporation is the nation's fourth largest broadline retailer with over \$50 billion in annual revenues and approximately 3,800 full-line and specialty retail stores in the United States and Canada. It is the leading home appliance retailer in North America and is a retail sales leader in tools, lawn and garden, home electronics, and automotive repair and maintenance. Key proprietary brands include Kenmore, Craftsman and DieHard, and a broad apparel offering.

solution overview

situation

In 2008 Sears began a major program to update the appearance of its stores by replacing the carpet and repairing some areas of vinyl tile. In the past Sears had used General Contractors across the country to do this work. The GC's were given the work because it was felt that they were best able to handle the elements of the job that went beyond flooring replacement. These elements include large fixture disassembly and movement, electrical work, and an occasional small construction project like moving a back office wall or installing a door. Typically, these GCs were regional and not located close to the Sears stores. Consequently, they had to send a traveling crew to do the work and make special receiving and storage arrangements for the materials to be installed. To compensate for this Sears allowed them to place large containers in their parking lots to hold the carpet and material handling equipment that would be needed to receive and move the materials to the impacted areas of the stores. The GCs were responsible for moving all the fixtures, including removing and replacing any electrical and data connections that were impacted. Since all of this work has to be completed at night after store hours, each store would take as many as five to six weeks to complete. Sears' new Vice President of Construction had experience with CTS Flooring and understood that as national flooring contractor we had the capability to successfully complete projects in a more efficient and cost effective manner

business solution

CTS designed a program utilizing its national network of installers to complete each of the eight stores that we were awarded. By using local commercial installers, CTS could have all the material delivered to its local warehouses rather than using the containers that were standard before. The installers staged each night's production at their warehouses, making carpet cuts required for the department that was going to be completed that night. They only brought the actual materials that were going to be used that night with them. At the end of each night our installers hauled away the materials that had been removed and disposed of them in an environmentally sound manner, rather than having an unsightly dumpster on site to hold the old carpet. CTS also instituted a communication plan that included daily updates from the store and installation team and weekly conference calls for each location. These conference included Sears' corporate Project Manager and local store management along with CTS' Project Manager and Regional Installation Manager. The purpose of the call was to make sure that the previous week's work was complete and to plan the departments that comprised the next week's work schedule. This level of planning assured that the store would always have adequate personnel on hand and that everybody knew what to expect for the week.

benefits

CTS completed all eight stores on time and on budget. In fact, many of the stores were completed in a shorter time period than was initially estimated. Eliminating the on site containers and dumpsters not only reduced the overall total cost of each job but allowed Sears to avoid having these containers take up valuable space at each job location. The continuous communication loop that was created from the pre-job walk through to the daily status calls to the weekly conference calls ensured that all interested parties were kept apprised of the progress and any issues were addressed on a timely basis.



New Construction

Replacement

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Repairs

SUCCESS