



## **Stock Building Supply – Enabling Productivity During a Time of Transition**

### **Company Profile**

Stock Building Supply (SBS) is a leading supplier of building materials and construction services to professional home builders and contractors in the United States and is located in Raleigh, North Carolina and completed fiscal year 2008 with sales of \$3.5 billion. The mission of SBS is to anticipate and exceed their customer's needs profitably. Their goal is to be recognized as the preferred source of construction products and services for contractors and individuals engaged in single and multi-family residential, repair and remodel, and light commercial construction. SBS has grown through an aggressive acquisition program with customer service centers and warehouses located across the United States.

### **The Challenge**

Stock Building Supply contacted TCS in August of 2005 to direct the program management for the build out of a new data center and up-fit and relocation of personnel to a new corporate headquarters. The pace of business acquisition and integration in addition the requirements of daily business operation did not allow for the planning, detailed project management and coordination required for the data center build out and up-fit of the new headquarters facility. At the beginning of the project, the four story building had only the exterior walls and floors in place. Construction had not begun on the data center. The data center build-out and relocation program and the building construction schedule were to be completed within 2 weeks of each other with the data center occupancy ready first. The relocation of SBS personnel was to follow over a 3-week period. The aggressive schedule placed pressure on all stakeholders involved with the headquarters construction, up fit and relocation.

## The Solution

The keys to success were:

- Planning
- Communication
- Coordination
- Flawless execution
- Follow-up

Steps that were taken early in the engagement included:

- Gaining senior management support.
- Defining customer requirements.
- Development of a clear Statement of Work (SOW).
- Creation of a project plan, schedule and budget.
- Crafting a communications plan for management and employees before, during and after the move.
- Conducting weekly team meetings with all disciplines involved focusing on progress updates, issues, and immediate resolutions.
- Ensuring frequent on-site reviews of construction progress.
- Close coordination with carriers, vendors and crafts to prepare for and execute the relocation.
- Putting in place a Move Day Center to track employee's issues and resolve them immediately with key technical staff and vendors.

Interdisciplinary meetings between the architects, general contractor vendors took place on a weekly basis. This meeting was the key to the success of the overall program. A standard meeting agenda guided the meeting to ensure information consistency week to week. As the project progressed over the weeks, the meeting was shaped by the challenges of the project and the needs of the stakeholders. Meeting attendees created value through information sharing, proactively addressing issues, and timely issue resolution. Interaction and communication outside the meetings were frequent and valued by the key stakeholders. The end result was an empowered team that could:

- Make decisions
- Execute of decisions
- Share success in a common deliverable

## The Benefits

The end result was the successful construction and relocation of Stock Building Supply into their Tier 3 data center and new corporate headquarters on time and within the defined project schedule. The data center move was executed over the Thanksgiving Day holiday and the center was fully operational on the following Monday morning with no interruptions. The relocation of the personnel to the new corporate offices took place over the following three weekends to minimize operational disruptions and to ensure that all open move issues were quickly resolved. The project overcame numerous technical, logistical and local permit challenges to remain on schedule and within budget. The development of an effective team approach resulted in a shared focus on what was best for Stock Building Supply.

