
Manufacturing &
Engineering Industry

ACCO ENGINEERED SYSTEMS

A CASE STUDY BY JOLT CONSULTING GROUP



ACCO | SERVICE ORGANIZATION & DELIVERY ASSESSMENT | IFS IMPLEMENTATION



Since 1934, ACCO Engineered Systems has designed, installed, and maintained hundreds of thousands of mechanical projects. ACCO is an employee-owned company dedicated to the design, fabrication, installation, maintenance and service of commercial and industrial HVAC, refrigeration, plumbing, process piping, and building automation systems. ACCO offers complete in-house engineering, fabrication, installation, commissioning, and service capabilities. This integrated delivery system provides customers with the most practical, cost effective solutions for their particular mechanical and control system requirements. Its mission is to provide customers with the most cost-effective mechanical systems for their facilities through the integration knowledge of engineering, construction, and service.

Business Challenges

- Due to the utilization of multiple IT systems, several inefficiencies existed within the ACCO organization, including:
 - Lack of visibility into operations to enable strategic decision making,
 - Lack of process standardization,
 - Inconsistent deployment of technologies resulting in poor data integrity,
 - Inefficiencies in the capture of information associated with in-bound customer queries, the scheduling of field work, visibility to As-built and As-maintained (installed base) assets and overall billing processes
- A significant lack of operational dash-boarding and metrics were used to drive behavior
- Inconsistencies in processes and execution across geographies

Our Solution

- Agreed on the role of service and then build an organization around it; executed changes to support a more unified service organization
- Recommended the implementation of a world-class service management platform with a focus on standardizing core service processes based upon best practices and then training personnel on those processes across regions
- Identified and implemented a vital-few operational metrics, especially ones focused on the amount of proactive (i.e. PM) versus reactive (i.e. break/fix) work completed across the organization
- Identified a change management strategy to leverage in conjunction with the global IT rollout that required internal collaboration/agreement

Our Results

- With JCG's assistance, ACCO was able to select a new, all-encompassing IT system, IFS, as their world-class management platform and ensured employee buy-in through implementation of a consistent business process across regions and execution of best practices for change management
- ACCO deployed several key business metrics that have allowed it to have one of the best response times in the state of California
- Deployed a change management program that has executive buy-in, frequent communication and clear objectives to support the roll-out of IFS