

Panasonic

Completing a 45,000 ft.² decommission in just 3 days



OVERVIEW

Challenge

When the circumstances of the lease for one of Panasonic's facilities changed, the electronics company had to decommission the entire space in a matter of days – all 45,000 ft.² of it.

Solution

Pressed for time and with its hands full setting up the new location, Panasonic's project management partner, Cumming, engaged ASI to handle the decommission. Taking unforeseen requirements and unavoidable delays in its stride, Cumming programmed to the minute – enabling ASI to start the decommission at the earliest possible opportunity and complete the work on time and on budget.

Results

- **\$13,000 credit** earned through furniture resale
- **70,000 lbs.** of metal recycled
- **55,000 lbs.** trash disposed of
- **27 truckloads** of furniture removed

Founded in 1918 and headquartered in Osaka, Japan, Panasonic provides innovative electronics technology as well as a wide variety of products, systems, and services all designed to help realize “A Better Life, A Better World” for every customer. An industry leader and globally recognized brand, Panasonic employs more than 250,000 people and generated net sales of over ¥7 billion as of March 2017.

Challenge

Decommissioning a corporate facility is a massive undertaking at the best of times, let alone when you have just weeks to complete the work. This was the position in which Panasonic found itself. Early in 2018, the circumstances of the lease to one of Panasonic's facilities changed, and the company had until the end of April to find a new location, move its operations, and decommission the old space.

Naturally, finding a new facility at such short notice was easier said than done, and delays at this stage put considerable pressure on the move and decommission timelines.

To manage the project, Panasonic turned to Cumming, an industry-leading project management and cost consulting firm with 25 years of experience.

Cumming's experts quickly realized that due to the aggressive deadline and immense scale of the project – with the facility totaling 45,000 ft.²– it was essential to begin the decommission as soon as possible. Postponing the decommission would not leave the landlord with enough time to complete her analysis and could risk throwing a wrench into the entire move.

Solution

One of the most important steps for Cumming, and critical to the success of this project, was to find a service provider capable of handling the decommission – and it chose ASI.

Loren Smith, Senior Director of Cumming, explains: “We knew that this decommission would not be a straightforward affair, and of all the service providers we evaluated, ASI demonstrated that they had the best ability to quickly adapt to additional requirements as and when necessary. What's more, ASI offered substantial value through furniture buy-backs and active, managed recycling; in fact, it was the only company to offer a furniture buy-back.”

ASI started with an on-site walk-through of the facility. It discovered that the building was quite tightly packed and

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—Jordan Shapiro, Managing Principle, ASI

contained significantly more material for removal than Panasonic had estimated – approximately 50% more.

ASI adjusted its proposal and reached out to its partner vendors, and it managed to secure the additional equipment and hauling services that it would need to keep the material flowing out of the facility throughout the decommission – working with the Cumming's team to ensure everything stayed on track.

Jordan Shapiro, Managing Principle of ASI, comments: “Even with all the complications and alterations to the initial plan, Cumming's project managers never lost their cool. They were efficient in a way that we'd never seen before, especially given the accelerated timeline.”

ASI also provided patch and paint services, took down IDF closet cabling racks, and even removed hazardous waste – none of which had been originally planned.

“The scope of the decommission was far greater than anticipated,” confirms Loren Smith. “Given our timeline, it could have been a disaster. But ASI managed to adapt to everything the project threw at them, all while keeping the cost under control and damage and incident rates at zero.”



Elevator bottleneck

Getting the decommission underway, the main challenge that ASI faced turned out to be the elevator.

To meet the deadline, Cumming had planned for ASI to begin the decommission at the earliest possible moment – as soon as the move team was finished. Yet the move took longer than expected. The facility only had a single elevator, so while the move team was still going back and forth, ASI could not properly begin.

Adapting once more, ASI managed to make up the lost time by working while the movers were off-site at the destination, and pausing while they were back at the facility.

“ASI worked astonishingly quickly,” says Loren Smith. “From initial walk-through to final cleanup, the entire decommission took just seven days – from April 12th -18th – and the bulk of the work took only 3 days! In spite of the delays and expanded scope, ASI finished ahead of schedule, on budget, and with zero damage to the facility.”

“Not without help from Cumming,” remarks Jordan Shapiro. “The project management team was invaluable throughout the process; they were always on hand to provide guidance or assistance, and they weren’t afraid to get their hands dirty.”



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Results

Completing the decommission with time to spare gave breathing room to both Cumming and the landlord, who had a full week to complete her analysis.

Loren Smith confirms: “The landlord was thrilled, and our timeliness gave Panasonic confidence that the work had been completed thoroughly. Had we cut closer to the deadline, it would have been a different story altogether.”

ASI’s recycling and reselling strategy also proved immensely successful, especially in light of the sheer quantity of material that the facility had contained.

“We achieved more than \$13,000 credit through furniture resale,” explains Loren Smith. “And we were able to recycle over 73,000 lbs. of metal. Panasonic is committed to sustainability, and they were delighted that we were able to take such a green approach to the decommission.”

“The nonrecyclable material came to 55,000 lbs., and ASI removed 27 truckloads of furniture in total. Hearing those figures really puts the scale of the project into perspective.”

Ultimately, thanks to Cumming’s project management and ASI’s expertise, the decommission was a complete success.

Loren Smith concludes: “It cannot be overstated how difficult it is to get that many people to move that much material that quickly – but ASI pulled it off superbly.”

Jordan Shapiro adds: “The decommission was as much Cumming’s success as ours. I’d go as far as to say that I have never worked with such an effective project management team before – and I’ve been in this industry for over 15 years!”

About Cumming

Established in 1996 as a project and cost management company, Cumming has evolved into a 620-person, 29 office consulting firm with a determined focus on providing services that add value at every step of a project’s development. To learn more about Cumming Corporation and their services, please visit <http://www.ccorpUSA.com/> or contact Loren directly at lsmith@ccorpUSA.com.

About ASI

A project management full-service provider within the real estate and facilities management field, ASI has been developing its processes for 15 years, and it is constantly evolving to meet the needs of new and existing customers. With a global reach and a hands-on approach, no project is too big or too small. To learn more about how ASI can help you, please visit <http://www.asicoinc.com/> or contact info@asicoinc.com.

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