



**Collaborative Partnerships for  
Nationwide Rollouts & Global  
Technology Deployments**

4th of 4 in the Series

“A Guide to Selecting the Right  
Technology Rollout Company for Your Project”

A Concert Technologies White Paper

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## Executive Summary

Technology rollouts on a nationwide and global scale require technicians to perform onsite work. Though you may have hired a Technology Rollout Company to manage and deploy these technicians, they ultimately serve as direct representatives of your company. If they are ill-mannered, inexperienced, or unprofessional, it is a direct reflection of your company to your customer and you are faced with the consequences. So, understanding the relationship your Technology Rollout Company has with its field technicians is very important.

This paper is the final installment in this series developed to help you intelligently evaluate a Technology Rollout Company to ensure that your deployment is as efficient and cost-effective as possible.

## What are the Field Deployment Partnerships of Technology Rollouts?

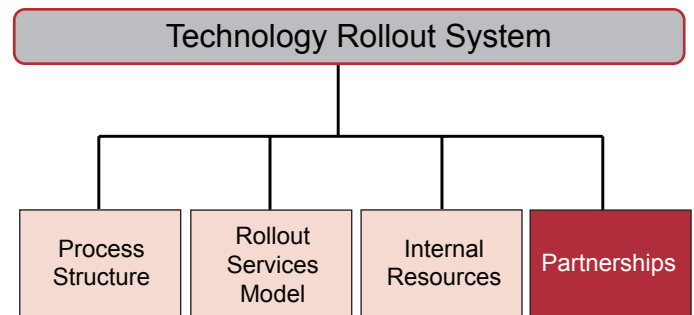
Partnerships can consist of technician businesses or individuals with working relationships that vary from company to company. This paper explores the details of these partnerships and how they apply to the rapid deployment of nationwide rollouts and global deployments. Topics include:

- **Types of Partnerships.** Understand the issues regarding local vs. non-local partnerships and the advantages of local technician partnerships.
- **How Rollout Partnerships are Established.** Learn what to ask a Technology Rollout Company to determine if it has the right partnerships for your project requirements.
- **The Ideal Technician Communication Channel.** Discover which Technician Communication Channel will increase quality assurance and accelerate deployment speed for your project

## What Are the Benefits of Local, Established Partnerships?

The many advantages include:

- Accelerated deployment timeframes
- Minimized technician travel time
- Expedited communication methods
- Accelerated emergency response times
- Expertise in local codes and regulations to ensure compliance
- Rapid access to materials



### [Technician Communication Channel Comparison Video](#)

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Available in the Video Library at [www.concerttech.com](http://www.concerttech.com)

## About This White Paper Series

In this series' first three white papers, we explained the Technology Rollout System and its Process Structure, Rollout Services Model and Internal Resources. This final white paper in the series examines the fourth part – Partnerships – and its critical role in nationwide rollout and global deployment projects. For the purposes of this paper, the following definitions are used:

### Technology Rollout

Consists of (a) multiple sites (b) requiring technology services (c) implemented by onsite field technicians.

### Customer

The organization or individual that engages the technology rollout company.

Additional terminology definitions (such as Rollout Categories) are defined in the first white paper in this series.

Note: While the information presented in this paper is applicable to all Rollout Categories, it primarily focuses on Category 1 Rollouts (work at each site consists of one day or less).

Additionally, this paper assumes that the previously established ideal parts of the Technology Rollout System are utilized:

- Centralized Single-Tier Process Structure
- Rollout Services Model employing the Local Multi-Service Deployment Method
- Internal Resources utilizing the Unified Resource Rollout Delivery Team Configuration

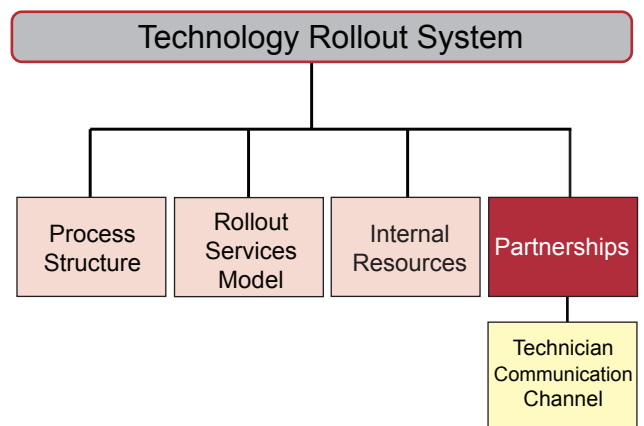
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## Introduction

*“Effective alliance management begins with selecting the right partner.”*

- Duane R. Ireland, *Journal of Management*

Strong, well-established partnerships are critical to the rapid deployment of large-scale technology solutions. They are comprised of both the “human factor” and the expert management capabilities required for project success.



## How This Information Benefits You

- **Minimize project costs, time, and potential problems** by understanding how partnerships maximize Technology Rollout System efficiency
- **Guarantee professional performance and quality assurance** by understanding how partnerships are established and maintained
- **Determine the ideal Technician Communication Channel** by understanding the critical advantages and disadvantages of each option

## What is a Rollout Partnership?

*“Alliances are vehicles of opportunity that provide companies the much-needed leverage to compete effectively in the global marketplace.”*

- Duane R. Ireland, *Journal of Management*

For the purposes of this paper, a partnership is defined as:

A company or individual that possesses:

1. A direct relationship with a Technology Rollout Company
2. All necessary licenses and certifications to conduct business in a specific jurisdiction
3. The technical expertise to provide onsite deployment services
4. Necessary equipment to perform work

## Types of Partnerships: Companies, Individual Technicians, Staffing Firms

When it comes to nationwide and global rollout partnerships, there are three types to consider:

- **Companies**

A company employing individual technicians provides the resources, redundancy and scalability as needed for your project.

- **Individual Technicians**

Individual technicians working as independent contractors may be unable to provide the necessary advantages a company provides. They may also lack the local requirements (e.g., licenses, insurance and equipment) necessary to provide all required services.

- **Staffing Firms**

Staffing firms often limit the types of rollouts for which they will provide technicians. For example, the firms don't normally supply technicians for Category 1 Rollouts, which have timeframes of one day or less.

Partnership Type Comparison			
Criteria	Company Partner	Individual Partner	Staffing Firm Partner
<b>Business License &amp; Insurance</b>	Yes	???	???
<b>Equipment Provided</b>	Yes	???	???
<b>Redundancy</b>	High	None	Medium
<b>Rollout Categories</b>	All	All	Limited to Category 2 and 3

Comparison Summary
<p>Considering capabilities and service scope, companies employing local field technicians provide the preferred partnership type for multi-site nationwide and global technology rollouts.</p> <p>However, for Category 3 Rollouts where the work timeframe at each site is a week or longer, staffing firm and individual technician partnerships may provide sufficient advantages if properly managed by the Technology Rollout Company.</p>

## Why Local Partners are Necessary

Ideally, a Technology Rollout Company should have well-established relationships with partners located in close proximity to each job site. This reduces travel costs, conserves energy and fuel, and accelerates the speed of the technology rollout.

Additionally, issues with local codes, regulations and unions can put an immediate halt to work at a site. A local partner provides the best safeguard against these potential problems because the partner understands local codes and regulations, and can respond immediately to rectify any issues.

## Why Your Technology Rollout Company's Partnerships Matter

Technology Rollout Company management expertise is one critical part of a smooth onsite installation. Another is the partner company's and its technicians' expertise and their relationship with the Technology Rollout Company.

Your Technology Rollout Company's partners form the field force that will ultimately represent you at each site location. Unprofessional or unskilled technicians can have a profoundly negative effect on your reputation and ability to complete the project in good standing – and they have unfettered access to your site.

Solution providers and end users alike need to be confident of every technicians' capabilities and trustworthiness.

## How are Rollout Partnerships Established?

*"Careful consideration of potential partners, with a focus on functional competence and value creating capabilities is essential."*

- Duane R. Ireland, *Journal of Management*

Partnerships are critical to an effective Technology Rollout System. Understanding how the deployment company develops its partnerships before engaging the company warrants asking specific questions as you evaluate firms:

### How does the Technology Rollout Company acquire its partners?

The company should have a well-defined Technology Rollout System that incorporates dedicated processes and personnel to perform recruitment and maintenance functions of its partnership program.

### What were the projects that established its partnerships?

As a customer, it is important for you to know the initial and current projects that form the partnership. Look for broad-reaching projects with longevity.

### What are the qualifications to become a partner?

Though criteria may differ from company to company, having an established set of partner qualifications (business processes, insurance, technology expertise, etc.) is essential.

### **What is the quality assurance policy of its partnerships and their onsite technicians?**

For optimal performance, the Technology Rollout Company must have direct contact with its partner technicians in order to assure quality and rate them for use on future projects.

### **What are the measures in place for technician redundancy?**

Redundancy is one of the chief reasons for establishing company partners instead of individual technicians. Having the capacity to provide additional technicians if needed assures deployment speed and overall project success.

### **Who is responsible for the technicians at each site?**

Ultimately the customer (i.e., solution provider) is responsible for the actions taken by onsite technicians. However, the Technology Rollout Company should assume liability for any work-related problems caused by its partner technicians if they occur. With so many individuals involved in nationwide and global rollouts, a potential situation can quickly escalate out of control. That is why the best companies have a formal Technology Rollout System in place that includes direct communication with each technician. In this way, the company has the processes in place to prevent or rectify problems immediately.

### **What if my project requires technicians with security clearances?**

An experienced and professional Technology Rollout Company will have an established Security Officer on staff. The Security Officer, who is in charge of obtaining technicians with proper clearances, should be involved in the Pre-Deployment Phase to address all security issues pertaining to the project prior to the Deployment Phase.

## **The Role of the Web-based Software Application in Partnerships**

As previously discussed in this series, all Technology Rollout Companies providing deployment services on a nationwide and global scale must have a well-orchestrated workflow process. This includes a Web-based Software Application that enables quick and easy access by customers and partners alike.

The Application should include technician partner profiles (company and individual) that detail all relevant information. These profiles allow visibility into every partners' performance so they can be evaluated for work on specific projects.

## Technician Communication Channel Comparison

*“Since 1975, alliances have become widespread in technology-intensive industries, to facilitate strategic coordination... increase market power, and to acquire... new technological capabilities...”*

- David C. Mowery, *Strategic Management Journal*

The Technician Communication Channel defines how the Technology Rollout Company manages and communicates with each onsite technician. Consider the options:

### 1. Direct Tech Communication Channel [\(see diagram\)](#)

The Technology Rollout Company engages the local partner company but directly manages the field technicians or supervisor at each site location.

### 2. Indirect Tech Communication Channel [\(see diagram\)](#)

The Technology Rollout Company allows the local partner company to communicate directly with each field technician. The

local partner company communicates with the Technology Rollout Company upon site completion and/or for support.

### 3. Single Tech Communication Channel [\(see diagram\)](#)

The Technology Rollout Company does not use companies as partners and instead opts to partner with each technician directly.

### 4. Hybrid Tech Communication Channels [\(see diagram\)](#)

A combination of the Technician Communication Channels may exist with associated advantages and disadvantages.



[Technician Communication Channel Comparison Video](#)

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## Technician Communication Channel Comparison

Criteria	Direct Tech	Indirect Tech	Single Tech
<b>Efficiency of Communication Flow</b>	Maximized. Technology Rollout Company directly manages partners and onsite technicians	Limited. Onsite technicians are managed by partners, which adds additional tier to communication flow	Maximized. The Technology Rollout Company manages each technician directly
<b>Technician Redundancy</b>	Availability due to use of local partner companies with established technicians	Availability due to use of local partner companies with established technicians	High risk of technician no-shows; possible project time delays as technician replacement responsibilities fall on Technology Rollout Company

<b>Quality Assurance</b>	Monitored through Technology Rollout Company's direct management of technician	May be jeopardized due to additional tier between Technology Rollout Company and onsite technician	Ensured by Technology Rollout Company's direct management of technician
<b>Accuracy of Technician Rating</b>	Maximized due to Technology Rollout Company's direct interaction with onsite technician	Risk of inaccurate rating system due to partner's management of technician rather than Technology Rollout Company	Maximized due to Technology Rollout Company's direct interaction with onsite technician
<b>Emphasizes Expertise of Technology Rollout Company</b>	Technology Rollout Company assumes complete responsibility for management and issue resolution	Issue resolution and management responsibilities are divided between Technology Rollout Company and partner managing onsite technicians	Technology Rollout Company assumes complete responsibility for management and issue resolution
<b>Scalability</b>	Maximum scalability as Technology Rollout Company can leverage established partners for additional local technicians as needed	Maximum scalability as Technology Rollout Company can leverage established partners for additional local technicians as needed	Limited scalability as Technology Rollout Company must recruit additional local technicians as required
<b>Compliance with Local Codes &amp; Regulations</b>	High assurance due to use of local partner companies with established resources	High assurance due to use of local partner companies with established resources	Not assured, as individual technicians may not have resources to comply with all local requirements

### Technician Communication Channel Summary

As the above comparison illustrates, the advantages of the Direct Tech Communication Channel make it vastly superior to other communication channels.

Ideal Technician Communication Channel: Direct Tech

Utilizing the Direct Tech Communication Channel ensures that technicians are managed and supported directly by the Technology Rollout Company that is employed by the customer. This provides quality assurance and work performance that is not inherent in other communication channels.

The Direct Tech Communication Channel can also be used for a Category 3 Rollout in which a project management representative from the Technology Rollout Company would be present onsite to manage technicians directly.

## Conclusion

It is important to understand a Technology Rollout Company's technician partnerships before hiring the company. This understanding provides insight into the deployment methodologies it has in place as well as the individual technicians that will be representing the customer at each site.

As presented in this paper, partnering with local technician companies and utilizing the Direct Tech Communication Channel helps maximize rollout efficiency and ensure quality at each site. Understanding this information will help decision makers evaluate the business processes that a Technology Rollout Company has in place and ultimately its ability to deliver rapid, quality deployments on a nationwide or global scale.

## About Concert Technologies

This paper was authored by Dennis Mazaris, President and Founder of Concert Technologies, Inc. Since 1995, Concert Technologies has offered rapid delivery of multi-site, multi-service, multi-technology rollouts on both a national and global scale. Our Maestro Technology Rollout System®, the world's first unified system, is based on the proven methodologies that span our extensive experience of providing professional rollout services.

For more information:

- Visit our website: [www.concerttech.com](http://www.concerttech.com)
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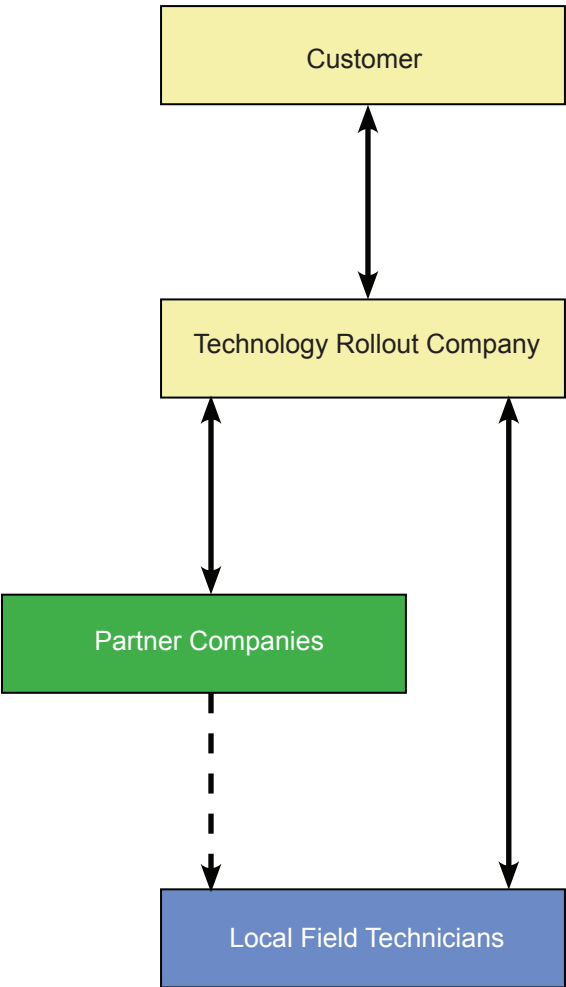
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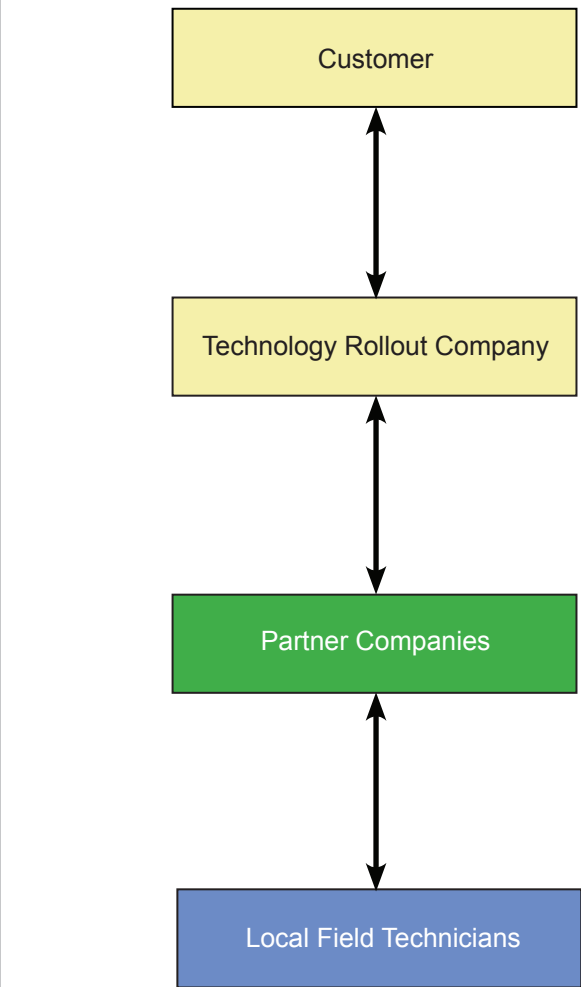
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## Direct Tech Communication Channel



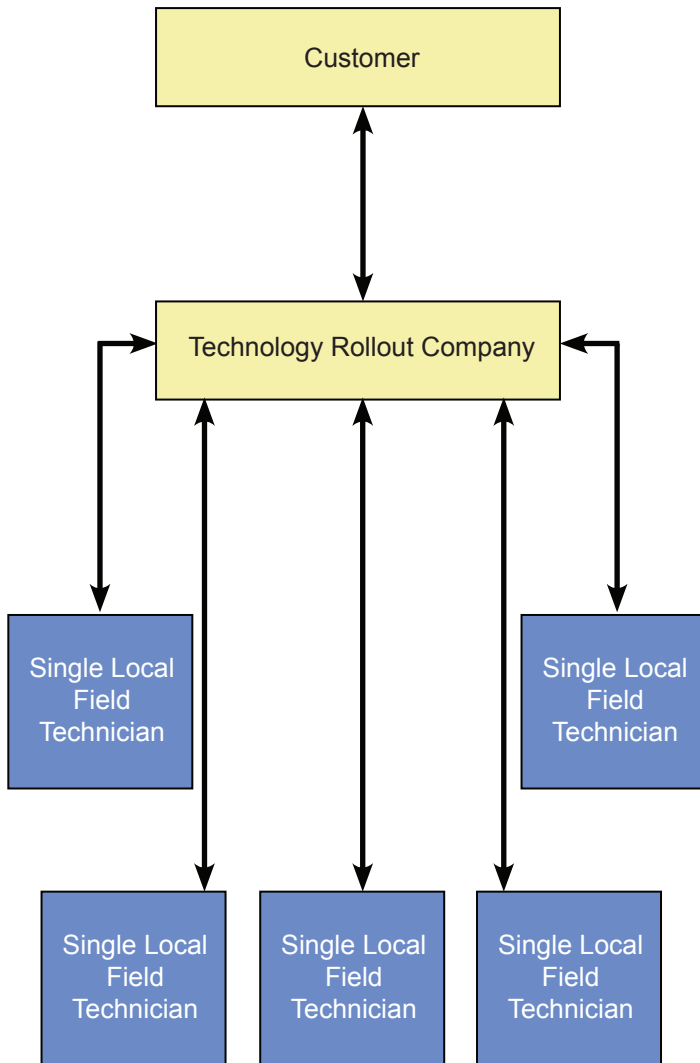
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## Indirect Tech Communication Channel



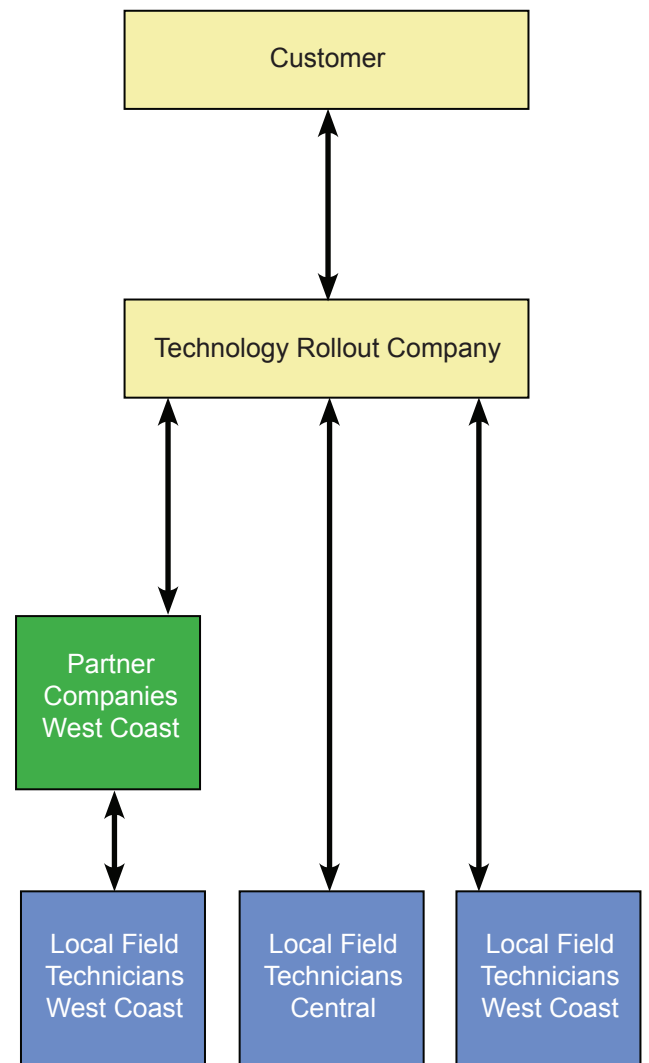
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## Single Technician Communication Channel



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## Hybrid Technician Communication Channel



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