

# Pharmacy Retail

Case Study



LEADING THE FUTURE OF  
**LIGHTING + TECHNOLOGY**

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One of the largest pharmacy retailers in the United States sought to update 1,291 locations nationwide with energy efficient LED lighting. This was no small feat and part of the retailers larger efforts to meet sustainability goals, save operational costs and enhance store aesthetics. Through its partnership in the U.S. Department of Energy Better Buildings Challenge, this retailer committed to reducing energy use by 20% across its portfolio. With its Energy Efficiency Team driving the project, the company engaged EMC for the entire rollout of this project.

## Project Details

1,291

locations upgraded with energy efficient LED lighting

350 fixtures

upgraded per store

2-5 days

installation timeline

\$3.35M

in incentives savings

\$3,100

average savings per store

## The Project

The project faced an aggressive eight-month implementation timeline. An eight week delay due to the COVID-19 pandemic only added complications, and condensed the schedule further when the project resumed. To make up for lost time, they increased their pace, going from a plan that would normally include completing 200 stores a month to almost doubling that number.

A successful implementation meant careful collaboration between the in-house project team, materials distribution partner and EMC. With regular communication between everyone involved, EMC set the timeline for audit, design, labor coordination and implementation to deliver an on-time, on-budget project execution.

## The Solution

When COVID-19 shut the project down, there were options for how to deal with this project setback, but not many of them were good:

- **Extend the schedule.** The team could expand the time frame, which would put funding at risk by entering a new fiscal year and delay the time to recognize the energy savings.
- **Reduce the number of stores.** The retailer could also opt to not upgrade all the stores in the project. While this would keep the project on schedule, it would impact the energy savings and add costs to future projects.
- **Condense the schedule.** This is the choice the retailer made. It involved engaging a collaborative team to work better and faster to make up for lost time and meet the original deadline.

## The Process

EMC set the scope of the project, conducted the planning and identified standards and expectations. For each store the upgrade included about 350 fixtures for front of the house, back rooms, restrooms and pharmacy interiors.

Planning took a regional approach. EMC incorporated a number of variables including timing of incentives and labor availability to maximize efficiencies from one site to the next.

One unique project requirement was needing a pharmacist onsite during all installations because of prescription medicines kept in the stores. This added some complexity to scheduling but local store leadership ensured the requirement was met.

In total, EMC engaged 78 different labor partners. Monthly calls with all labor partners provided the platform for shared learning and reconfirming expectations. As the project progressed, solutions to common problems and efficiency tips emerged and were shared across teams. This was particularly helpful in meeting the deadline despite the condensed implementation period.

EMC provided service through warranty program for the installation and addressed specific requests or issues as they arose.

EMC coordinated logistics for the product to arrive onsite at the right time to be completed within the 2-5 day installation timeline. This required coordination of material flow and involved shipments going out daily, ensuring proper lead time on the road and the manpower to make it happen.

Enough product for two stores was shipped to distribution centers where it was divided and left on a trailer at each site. This maximized shipping efficiencies, delivering in manageable amounts to available storage areas at each site.



## The Results

Through strong teamwork, communication and planning the project came in on time. There were minimal incidents to slow the project down.

Completing the project captured significant incentives available for 57% of project locations that could have been lost had the project been delayed. In total the retailer received \$3.35 million in incentive savings, an average of \$3,100 per store.

# Realize the Full Value

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## Retail Settings

Take a total approach to LED Lighting + Technology for all your store locations.

EMC has the project management expertise, quality and speed you need to maximize energy and bottom line savings for your retail business.

Since 2003 we've helped multinational businesses save billions of kilowatt-hours of energy and maximize their investment in LED lighting and controls to:

- Provide low cost of ownership and fast project paybacks
- Insure consistent implementations for hundreds of locations
- Reduce dependence on routine service calls
- Deliver superior utility savings and incentive values
- Enhance curb appeal and visual merchandising
- Maximize the full benefits of product warranties



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