



McKinsey&Company

Overview

Country or Region: Global
Industry: General Services

Customer Profile

McKinsey & Company is one of the world's top management consulting firms with more than 80 offices in 44 countries.

Business Situation

McKinsey has made a strategic decision to upgrade its existing Microsoft Office XP installed base to Office 2003 Professional. The Office 2003 deployment would consist of customized, language-specific versions of Microsoft Office Word 2003, Excel 2003, PowerPoint 2003, and Access 2003 to be distributed to corporate desktops and laptops worldwide.

Solution

Through Microsoft, Microsoft Gold Certified Partner The Henson Group (THG) was engaged by McKinsey to perform a detailed review of the deployment packages created to distribute Office 2003 applications to all McKinsey corporate personnel, in company facilities located both domestically and abroad.

Results & Benefits

The Henson Group achieved McKinsey's expectations by providing a thorough audit of the Office 2003 deployment package.

MAJOR GLOBAL BUSINESS CONSULTING FIRM RECRUITS THE HENSON GROUP TO REVIEW DEPLOYMENT PACKAGE

Microsoft Office 2003 Deployment Package Assessment

"They were pleased to learn that it was possible to retain the earlier configuration with little risk to the overall value of the Office upgrade. For them, this was a key outcome of the validation effort."

Mike Bianco, Business Desktop Deployment Specialist, The Henson Group

Microsoft Gold Certified Partner The Henson Group, Inc., (THG) provided client McKinsey & Co. (McKinsey) with a comprehensive investigation of its internally developed Office 2003 Deployment Package to enable more effective planning and deployment processes moving forward.

BUSINESS SITUATION

McKinsey & Company is one of the world's top management consulting firms with more than 80 offices in 44 countries. The company provides a full spectrum of consulting services to corporations, government agencies, and foundations, including leadership training, operations analysis, and strategic planning. Its practice areas include such industries as banking, energy, manufacturing, and media, among many others.

McKinsey's consultants also dispense their knowledge in an avalanche of articles and books. Founded by James McKinsey in 1926, the company is owned by its partners. (Additional information about McKinsey can be found at [http://www.mckinsey.com/.](http://www.mckinsey.com/))

McKinsey has made a strategic decision to upgrade its existing Microsoft Office XP installed base to Office 2003 Professional. The Office 2003 deployment would consist of customized, language-specific versions of Microsoft Office Word 2003, Excel 2003, PowerPoint 2003, and Access 2003 to be distributed to corporate desktops and laptops worldwide.

Since McKinsey uses Lotus Notes as its messaging platform, Outlook is not included in any of the application packages.



Deployment packages...include a standardized installation of Office 2003 applications plus Service Pack 1, a chained installation of all current Office product hotfixes, and the Multilingual User Interface Pack (MUI Pack) for each specified language.

McKinsey's plans called for the deployment of three separate Office packages; an English language version, a Japanese version, and a 'Traditional plus Simplified Chinese' language version.

Therefore, deployment packages for such an upgrade needed to be developed using the Office Resource Kit deployment tools and include a standardized installation of Office 2003 applications plus Service Pack 1, a chained installation of all current Office product hotfixes, and the Multilingual User Interface Pack (MUI Pack) for each specified language.

Through Microsoft, Microsoft Gold Certified Partner The Henson Group (THG) was engaged by McKinsey to perform a detailed review of the deployment packages created to distribute Office 2003 applications to all McKinsey corporate personnel, in company facilities located both domestically and abroad.

The Henson Group is a nationally recognized Microsoft Gold Certified Partner that offers a technology practice entirely dedicated to serving the business processing needs of professional services firms, such as McKinsey.

Within this practice area, The Henson Group provides .NET development services, infrastructure implementations, and strategic IT reviews. Of the many review services The Henson Group offers to its professional services clients, strategic technology reviews, such as the one conducted for McKinsey, is the service most often requested.

The Henson Group is ranked in the top 10 US certified partners for Microsoft Office and other business desktop deployment-related engagements on Microsoft's Resource Directory (<http://directory.microsoft.com>), possesses seven official Microsoft Solutions Competencies, actively engages in Microsoft Technology Early Adopter (TAP) programs, and has established relationships with multiple third-party vendors.

What these credentials always meant for McKinsey was that The Henson Group had the resources, project experience, and proven technical ability to achieve its objectives.

For this assignment, The Henson Group assigned Principal Consultant Michael Baiano, a Microsoft Certified Systems Engineer and former engineer at Microsoft.

SOLUTION

The English language version of the Office 2003 deployment package was offered for review, as well as all supporting documentation prepared by McKinsey personnel. Prior to arriving on-site, all McKinsey-provided Office 2003 package documentation was thoroughly reviewed to gain a deeper understanding of the technical details of deployment packages that had been developed. This pre-engagement



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preparation facilitated an efficient use of time to investigate specific installation behavior for the package under review.

Working onsite with McKinsey personnel, while conducting various activities independently offsite, THG Principal Consultant Michael Baiano carefully reviewed the English language package, including an examination of all customer prepared documentation related to the builds.

Results of Discovery

Using the Microsoft Office 2003 Resource Kit tools, McKinsey created several deployment application packages for distribution. Each package included a Windows Installer Transform (.MST) file that customizes the installation of the base Office 2003 Windows Installer package (.MSI) database file by specifying applications and features to be installed.

In addition to the Transform file, SetupPro.ini files were developed to define Setup behavior and specify additional components for installation. The .ini files created for each package further specify installation options, such as the location of source files, the file name and path of the .MSI and .MST files, the type of installation to be performed and the User Interface presented during installation. SetupPro.ini also identifies additional software for installation, such as Services Packs, Hotfixes, and MUI Packs.

RESULTS & BENEFITS

The Henson Group achieved McKinsey's expectations by providing a thorough audit of the Office 2003 deployment package. Both The Henson Group and Microsoft Product Support Services (PSS) resources performed a detailed investigation of McKinsey's deployment package and based upon a comprehensive review of the client-produced documentation, in-depth analysis and test deployment of the English language version, and discussions with the client regarding both the package and deployment plans, THG and Microsoft PSS validated that the Office 2003 English-language deployment package was ready for Production distribution.

Since the Japanese and Chinese language deployment packages only differ from the English version by the addition of the required MUI Pack, THG was able to recommend, with a high degree of certainty, that these packages were also ready for deployment.

Still, The Henson Group provided a number of additional recommendations to enhance the deployment package, which McKinsey implemented. Specific issues and their suggested remediation paths are detailed below:

THG's recommendation in this instance was to use the original Display=None to perform a silent install of Office 2003. This would result in an installed size being accurately reported...

1. Chained Hotfixes do not install silently

Problem: During deployment tests of the English language package, it was observed that all hotfixes specified in the [ChainedInstall_X] section of the SetupPro.ini file were not installing silently, regardless of the fact they were explicitly configured for silent installation. Office 2003 Service Pack 1 installed correctly, in Silent mode, but all chained hotfixes from that point forward displayed Setup messages.

Resolution: This problem was the result of the Display=None command being executed at the end of the ChainedInstall section, after the CmdLine set the /qb (Basic User Interface) option that was passed to Windows Installer. In essence, the option was being set twice to two different values. (To resolve this issue, McKinsey removed the Display=None line and changed the /qb option to /qn.)

Add/Remove Programs reports different installation size when installed in Basic mode versus Silent mode install

Problem: With the original SetupPro.ini file, unexpected behavior was observed when running Setup with the Display=None line in the [Display] section commented out. Commented out, the installation would proceed with the Basic User Interface being displayed and permitting a degree of user interaction.

Reported installation size was 414 MB. However, when the installation was performed in Silent mode by utilizing the Display=None entry, the reported installation size was 670 MB. This is a serious concern to McKinsey as they utilize proprietary tools that rely on the accuracy of the reported installation size.

Resolution: A number of investigations were conducted to resolve this issue. THG created a virtual Windows XP image and was able to reproduce the behavior with the original McKinsey SetupPro.ini file. A call was placed to PSS.

The PSS engineer performed a base installation with a modified SetupPro.ini file that included some changes to the paths to chained patches and was not able to reproduce the behavior. In the PSS case, the reported installation size was 679 MB.

Recommendation: THG recommended that the discrepancy was due to unexpected behavior that Office Setup displays when running in Basic mode by eliminating the Display=None (as used by McKinsey) command versus Display=Basic (as used by PSS).

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The McKinsey deployment of Microsoft Office XP included the Office XP Proofing Tools. The Proofing Tools product is a large collection of proofing tools for over 50 languages, providing users the ability to edit documents in many languages other than English, the deployed language version of Office.

estimated by Add/Remove Programs at roughly 675 MB. The exact size would be determined by the number and size of the chained hotfixes that will be installed with the final package. Following these recommendations, McKinsey achieved the anticipated outcome.

Further Recommendations

Though not issues to be scheduled for remediation, there were several areas where McKinsey took the advice of THG Principal Consultant Michael Baiano to enhance the deployment package. These included:

1. Use of the latest Enterprise Office Setup program. The latest version of Office setup, called Enterprise Office Setup, provides improvements in the way the local source is cached and controlled. Its use is highly recommended in any Office 2003 deployment scenario and should be used to replace the version that is distributed with the original Office 2003 Professional media. It is available from Office 2003 Resource Kit Download, by selecting Office 2003 Setup.exe (Enhanced Version) for download.

It has been noted to McKinsey that Office customization settings deployed through the Custom Installation Wizard were preferences, not policy, and as such could be changed by advanced users. Therefore, it was recommended that Group Policy be used to enforce required settings through the creation of the appropriate policies. However, since all users have Administrator rights to their systems, this approach would only provide limited benefit until a management decision is made to more tightly control the McKinsey business desktop environment.

Deployment Notes

The McKinsey deployment of Microsoft Office XP included the Office XP Proofing Tools. The Proofing Tools product is a large collection of proofing tools for over 50 languages, providing users the ability to edit documents in many languages other than English, the deployed language version of Office.

The advantage of Office Proofing Tools is that regardless of the presence or absence of a specific MUI pack, users have the ability to edit documents in multiple languages. McKinsey would prefer to retain the original installation of the Office XP version of the Proofing Tools and continue its use alongside the updated Office 2003 application suite.

Microsoft acknowledged that this is a supported configuration. It is acceptable to use the downlevel Office XP Proofing Tools with Office 2003, resulting in only minor feature loss. Microsoft reported that this configuration works without issue and is fully supported.



About The Henson Group

Founded by former Microsoft engineers in 2000, The Henson Group is an award-winning Microsoft Gold Certified Partner specializing exclusively in deploying Microsoft technologies, official product training, and strategic consulting for overcoming today's business challenges.

The preferred solution provider for many major US and international corporations, The Henson Group is designated an official "Go To" partner for most major products, consistently ranked within the top three consultancies in Microsoft's partner directory (found at: <http://directory.microsoft.com>), holds a seat on the national Microsoft Partner Advisory Council, has direct ties to the product groups, and offers a price guarantee that assures the highest quality service at an unbeatable value.

Retaining the original Office XP Proofing Tools deployment resulted in a savings of nearly 500 MB per user of bandwidth and disk space that would be consumed if Office 2003 Proofing Tools needed to be deployed.

"The client was particularly sensitive to the potential impact of both the cost in terms of diskspace, and the network bandwidth requirements for updating their current Office Proofing Tools. They were pleased to learn that it was possible to retain the earlier configuration with little risk to the overall value of the Office upgrade. For them, this was a key outcome of the validation effort." observed Mr. Baiano, THG's Business Desktop Deployment specialist.

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