

# Stairway to Tech Heaven: How Contractors are Successfully Moving up to the Cloud

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“The construction industry is now beyond the tipping point regarding adoption of software platforms and point solutions to improve construction productivity, profitability, and to deliver more predictable outcomes for all building project stakeholders.”

<https://constructionexec.com/article/how-to-select-and-onboard-construction-software>



# Digital Transformation

The emergence of cloud technology has forever changed how we communicate and collaborate, and created **new risks and opportunities** for contractors.

- Lower Total Cost of Ownership (“TCO”) than on-premise software.
- Instant access to information with a contemporaneous digital record of all online communication.
- When properly deployed, cloud technology can support more flexible and scalable communication and collaboration.

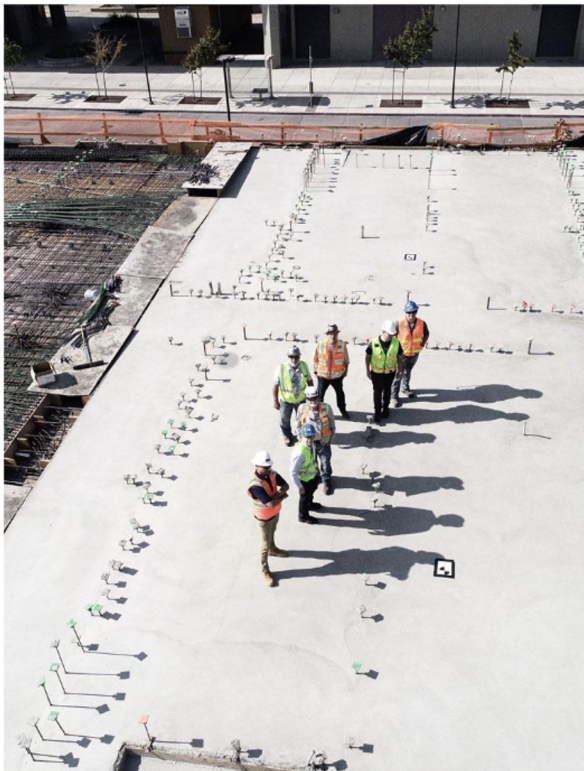


## Why do this?

“Contrary to popular belief, digital transformation is less about technology and more about people. You can pretty much buy any technology, but...

**Your ability to adapt to an even more digital future depends on developing the next generation of skills...”**

<https://hbr.org/2020/05/digital-transformation-is-about-talent-not-technology>



# It's all about people!

“Industry performance has not been correlated with delivery methods, software [or other technology. It] has proven highly correlated to the capability, skill, and experience of the people doing the work.”

- Integrated workflows reduces duplicative and repetitive effort, freeing up time for **more strategic focus**.
- Strategic focus enables people to deliver **better outcomes**.
- Better outcomes make people happy and is supportive of a better **quality of life**.

\* CURT Current Market Workforce & Technology Adoption - “2022 Technology & Solutions For Better Business Outcomes” presented by Ken Sullivan on 14 September 2022.



# Ugh, people...

People are hard to live with, but our businesses can't live without them. All the cliches about people being our most important business assets, are true.

- People dislike change, and many will actively resist it.
- People are becoming an increasingly scarce resource.
- The only path to success is to work with everyone on your team, motivated by a compelling vision for a more digital future.



# Construction Teams

Construction Organizations are typically comprised of three distinct departments - Preconstruction, Construction and Administration.

- **Preconstruction** (*Cost Estimating, Bid Solicitation, Bid Selection, Submission of Customer Bids/Proposals*)
- **Construction** (*Contracting, Scheduling, Project Management, Field Supervision, Change Management, Closeout*)
- **Administration** (*Accountability, Control, Transaction Processing, Financial Reporting*)

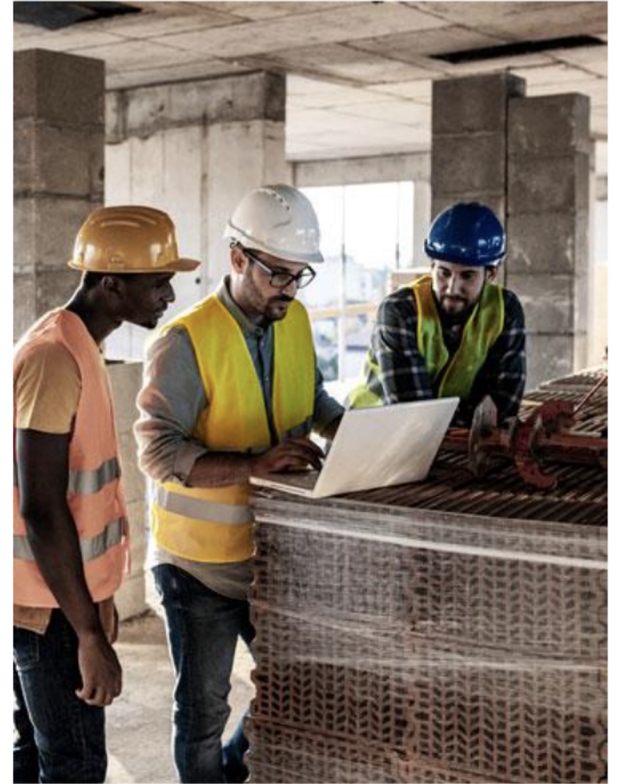


# Reality check!

It's not unusual for individuals in respective departments to feel overburdened and sometimes left alone to solve existential challenges for the business.

- Preconstruction > **Winning**
- Construction > **Delivery**
- Administration > **Protection**

***These departments must work together for the success of the organization!***







# Leadership

“As much as 50% of the variability in group or unit performance [may be] attributable to the [team] leader.”

- Identify champions, people in your organizations to **own and lead** your team's digital transformation.
- Don't assume leadership must be at the top of your organization chart, but insist on clear **executive support**.
- Do take a broad, **open-minded and cross-functional approach** to configuring your digital workflows.

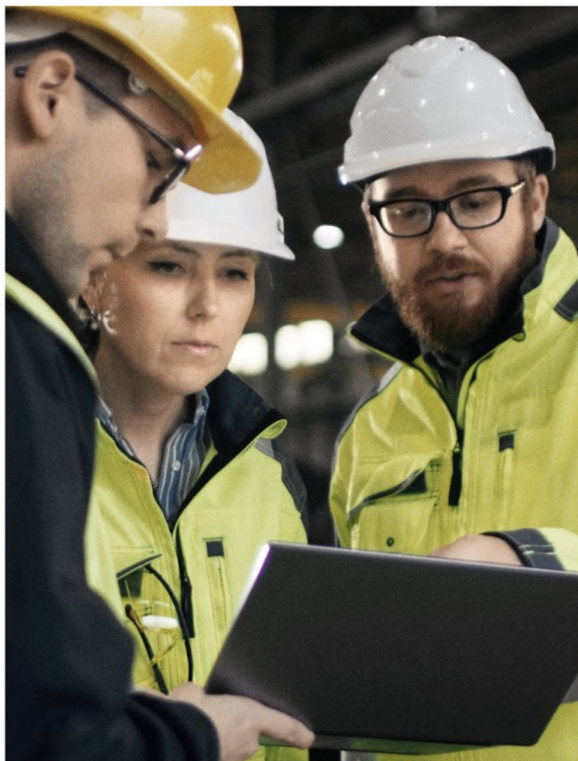
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# Smart Training

The retention rate from traditional training programs is abysmal. Here is what experts are recommending specifically for our industry:

- **Hands-on training** with real projects is the most effective way to drive adoption.
- Studies have observed that it takes **3 to 7 iterations** of a new process for users to become comfortable.
- Coordinate your training cadence so that users are able to learn as they work on **real projects**.



# Hey, we need to talk...

Digital transformation has already happened and what's needed is more of an intervention. We need to take control of our digital workflows to in order to thrive.

- **Work with your providers** to develop an onboarding plan, and measure progress against it.
- Identify and **empower champions** to lead your onboarding effort.
- Utilize **smart training** practices with hands-on experience, coach 3 to 7 iterations per person on an appropriate cadence.



**Built by  
contractors,  
for contractors.**

**Questions?**