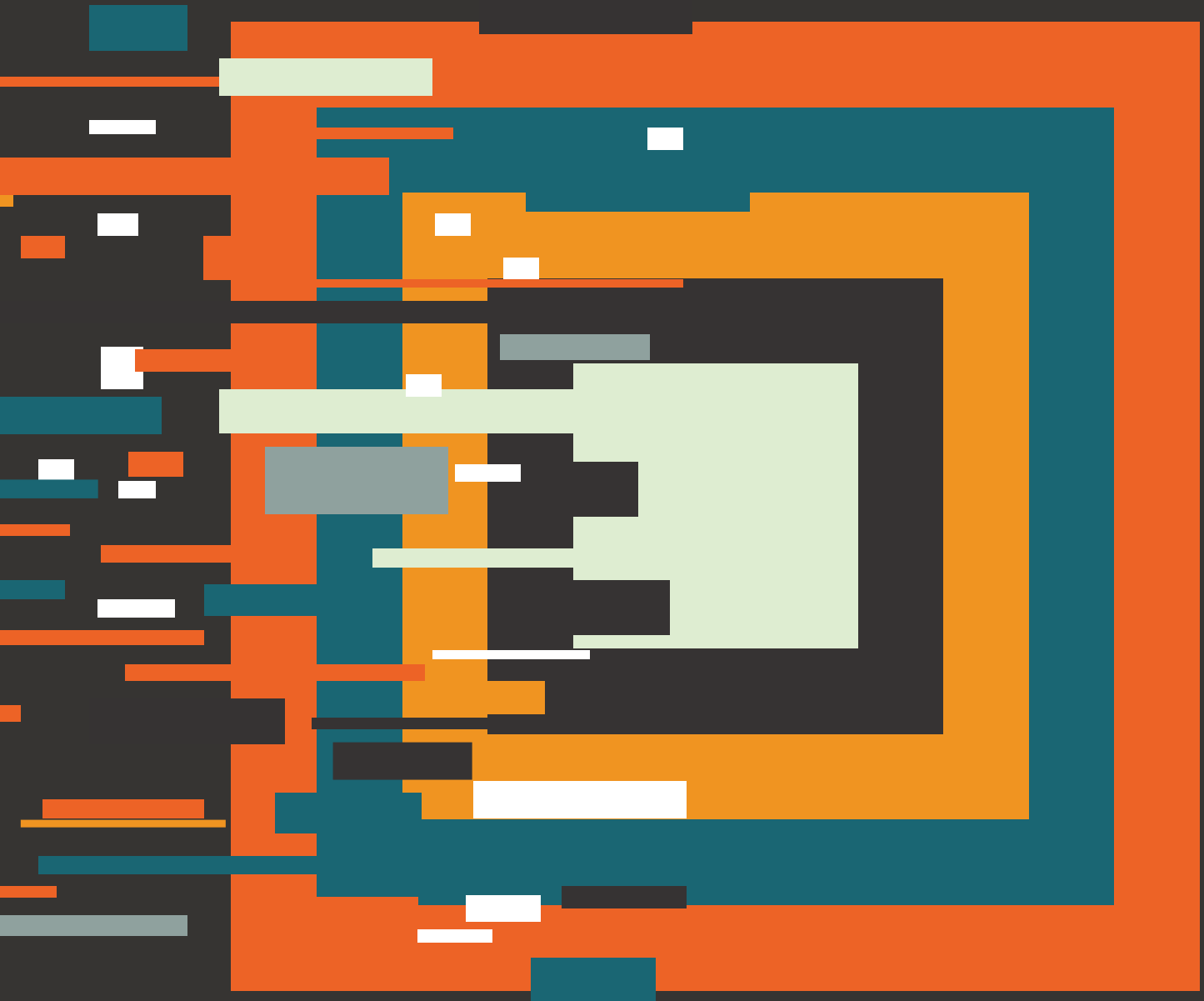




# All together now.



## Fragmentation free zone

Spring 2023

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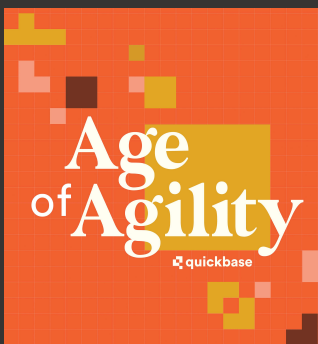
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Don't just hear from industry leaders, learn from them. Join us and our episode guests as we discuss some of the struggles and successes that come along with solving complex business challenges.

[Listen now!](#)

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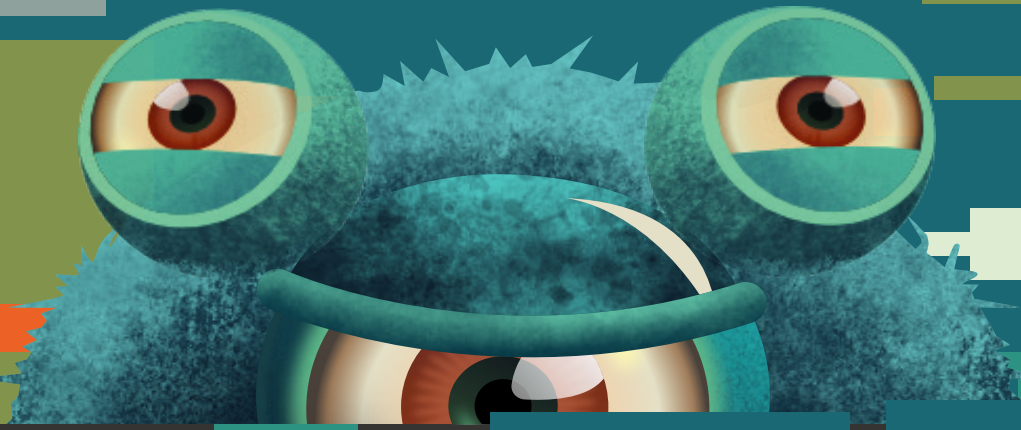
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# Doesn't work **feel** **harder** than ever?

We've seen teams scattered all over the world, economic pressures, continued supply chain shortages - all forcing us to try and do more with less. This is weighing on us - and it's really hard and really complex.

Think about what makes your work hard - it's the big, time-sensitive projects, it's teams across locations and out in the field, it's your key materials all over the place, and data stuck in systems where you can't access it.

We hear this all the time. In fact, the Wall Street Journal recently shared research conducted over 30 years that showed that 99% of megaprojects - buildings and bridges and large data centers - fail in some way. Further, less than half come in on budget, and only 8.5% come in on time and on budget.

## So what's behind this trend?

Businesses today have access to more data than ever before. There's data from digital channels, connected devices, and physical assets. And storing and analyzing this vast amount of information is getting easier and cheaper.

But here's the thing - even though we have all this amazing data at our fingertips, it often lives in silos. Most businesses still don't know how to use that data effectively, because there is no connection to it. Our recent research at Quickbase found that teams use an average of 7 different tools to do work. So, it's no surprise that most businesses today are disconnected and highly fragmented. This makes collaboration at scale nearly impossible.

And unfortunately, the solutions available in the market today don't quite get the job done. Spreadsheets are a nightmare. Collaborative Work Management tools solve some of this fragmentation, but they're not designed for complexity. And developer platforms take specialized skillsets and way too long to implement.

Quickbase bridges that gap for a lot of our customers. It is robust enough for complexity but flexible enough to help them move quickly at scale. Our goal is to help you see, connect and control your most complex projects. And ultimately, as you'll find throughout this magazine, our mission is to make complex work simple.

# Community Perspectives

“

*Projects are more complex because of challenges in obtaining and analyzing multiple data sources, limited time and resources.*

Brian Hinshaw, Principal Business Manager at AT&T on the cause of work complexity today

“

*We now have greater expectations to have data more available for reporting purposes across all the platforms we use. Companies we work with have changed a lot of their processes since COVID hit, so we've had to shift over to even more integrations to ensure the teams have the data they need to keep above the heavy volume of new work flowing into our door.*

Mark Lind, Systems Analyst, CCI Systems, Inc. on how expectations for data availability have shifted

“

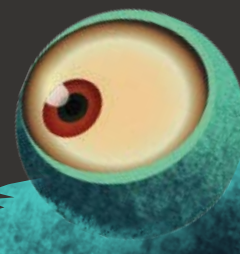
*Once data sources are brought together, data can be sliced and diced in new ways. As we are looking at data in new ways, the team begins formulating new questions which lead to new requirements for how to look at the data.*

Adam Keever, Advanced Quality/Warranty Engineer at Magna on overcoming complexity and innovating through data

“

*You need to work more collaboratively. You must build relationships. It's an action regardless of any tool. Projects are different now. There's always a remote component, and it's important to focus on the business value.*

Deb Cote, Sr. Director, Strategic Planning & Performance at Dana-Farber Cancer Institute on tackling complex projects with collaboration





# Implementing Tech in Construction Management

## 4 Questions with Kevin Morris

Valued at over 11 trillion U.S. dollars in 2020, the construction industry is a massive global sector that is expected to continue to grow. Despite its importance and scale, the construction industry has lagged behind other sectors in terms of technology adoption. While many industries have embraced automation, artificial intelligence, and other cutting-edge technologies, construction has remained largely reliant on traditional methods and manual labor. However, the industry is slowly but surely transforming thanks to forward-looking leaders like Kevin Morris, Vice President of Finance at JBPA Developments in Ottawa.

In his role with JBPA, Morris is a “finance guy” who is helping lead the charge for all builders to work more effectively and adopt technology intelligently in the face of daunting expectations for the future of construction.

Here are 4 questions and answers from a recent podcast appearance that spell out how any construction business leader can lead the technology charge in their organization effectively and productively.

**Q. How has digital transformation affected the way that construction work gets done?**

I will just pick-on Ottawa. Ottawa is the fourth largest construction market in the world. We have massive projects going on here worth billions of dollars. For a tiny city of a million people, you’re spending billions of dollars on construction. You need to find things to do differently.

In that as well, most people doing the work in terms of skilled trades are 55-plus, and they’re retiring out fast. If you took just the stats of how much work there is coming for Ontario and how many people are retiring, the trades would need 70,000 more people to do that work. The other scary stat is that every five people that retire from the trades have only

been replaced by one person. So, with all this work and with fewer and fewer people doing it, the only answer unfortunately, besides prices going up, which they have, is you have to become far more efficient doing it.

Construction is a great industry of people that work hard and do the right thing. And it’s very complex. I don’t think a lot of people in or outside of the industry think of it as a complex. But it’s got a lot of complexity around it in terms of construction methods, safety requirements, codes, design elements, all these things. And so, it needs that next step of putting in technology to allow people that are in the industry to better use their time, be more efficient, and produce more things with the same amount of time and dollars.

Technology I see has been very basically adopted so far. There’s been some very interesting things that have come along. But the industry is in its very early stages of what’s possible to really transform the industry to make it something really more exciting to people in it and get those projects built that we need to get built. There’s way more needed than we can possibly do today.

**Q. What is the biggest piece of advice that you would offer leaders in construction trying to facilitate technology adoption?**

I had somebody last week show me their Procore implementation and their standard operating procedures. Procore is the premier software in the construction industry, and this person paid, unfortunately, a lot of money for the adoption. He had standard operating procedures, and he asked, “What do you think of this, Kevin? I’m feeling really frustrated.” I read it over, and it’s 200 pages and is a great document. But I said to him, “Your fundamental business processes aren’t even captured in this.” So, it’s a great document. He spent a lot of money, but it’s not going to take away work from his folks. All they got is a manual on how to put stuff in, and how to use Excel smarter.

Well, that's not what the technology is there for. You invested in the technology to have a consistent project management, a process, a consistent construction process, and a consistent way of closing all projects. Well, your team and the people you hired didn't spend the time doing that. So, you've invested a lot of money, but unfortunately, the tool is not going to give you the reward you need because they didn't look at the right thing.

And I don't think it's easy to blame somebody for not doing that work. But again, I think that's new to our businesses. We need to start with what's the business process we're going to put in place? How do we use technology, move it forward, and then make sure it happens?

Then I think to people outside of the construction industry, that's second nature. But for us in our business, it's not. So, I spent all this money on this software, it doesn't solve all my problems. Well, software doesn't solve the problems, it helps facilitate the process. We've got to back up and say, what do we really do? How do we use the system? And then how to make sure it works? Because it's easy to put in place and be done.

**Q. For construction leaders rolling out the basics of new technology adoption, what are the steps you would recommend they take from the jump?**

I would say get your hardhat out and your work boots on and go spend time with the site super, who's overseeing your construction site or project. He or she knows everything about what causes delays, waste, risk, and if you can put in a tool or technologies that help identify or reduce those. That's the first step.

So, for us a safe workplace is number one. Our Procore system has a safety inspection tool. We had one before, and we compared them and we tested them. We went, 'the Procore tool is very, very good, but the one we had is even better.' It's even easier and takes away the dumb work from people on site. We said, we're going to keep using that safety tool, and we're going to make an integration into Procore. That's always been the decision.

I think that's the right thing to say. Is it easier for the guys to use this tool? Yes. Then, let's use that. Can it integrate through? Yes. Okay. Us in the back end—the finance guys and systems guys—make the integration work, rather than trying to find a tool and work things around.

The other thing I would say is if you're going to put a technology in place, and for a finance guy it's hard for me to say, we come second. IT system guys and finance guys tend to hang together. And finance guys, usually because they write the check for the system, get to determine what happens or not. And unfortunately, I've seen too often in other industries

and construction included, where the decision is made to benefit the finance guy and the operations guy has to pay. I wouldn't say it always happens. But we tried very hard, and we continue to try hard. Say if something results in rework or extra work on site, and we could change around with the finance guys doing more work—that's what we're doing instead.

So as an exchange, it's a very, very simple example. We said a project manager shouldn't have to worry about sales tax when they issue a purchase contract. Again, these are operations people, make it say you only had to worry about before tax. We, the finance people, will deal with the taxes and all that stuff later. We'll deal with payments, we'll deal with people that have questions on their invoice. Come talk to us. That's not your job. Make sure that boxes allow them to get all the things they need to build stuff, but then have it sit over here.

**I think those are the two big things: Understand what this site needs and make sure the system helps them with that.**



**Q. What do you think construction organizations are focusing on incorrectly when they're trying to adopt new technology?**

I think for a lot of construction people, they have run their business for years as it feels right (in their chest). What may feel right here, may not be the biggest payoff to improve your business.

I'll go back to the gentleman who showed me his Procore. "It doesn't feel right." Well, what doesn't feel right about it? "Well, it just seems like it takes a lot of time, and they're not getting things done faster." No doubt. That's the business management. And that comes from 40 years of working on a site and walking around saying this feels like they're not progressing far enough along. I totally respect that. But if you're trying to enhance your business, you have to be able to look at and say what business process here isn't functioning as I expect, or maybe it needs to be done differently.

**For the full conversation and more insight from Kevin, check out the podcast, [here](#).**



# The Problem with Construction Data Sprawl

Data sprawl happens when there are many sources of data that are siloed from one another. Fragmented data is sprawled across your organization's systems, usually without a centralized management system in place to make sense of all your most critical information.

In construction, data sprawl comes from data spread between contractors, subcontractors, and project executives all keeping their data and workflows in separate systems. Drawing up plans, making new iterations, issuing quotes, tracking statements and invoices, scheduling transportation, assigning personnel to tasks and more are all crucial to get jobs done. But this level of fragmentation is bad news for construction organizations.

## How has Data Sprawl Found its Way into Construction Projects?

While data sprawl may sound like an IT problem, it's a problem for any organization that uses data to define its business operations. Complex industries that manage many branches of communication to orchestrate projects, like construction, have too much data to leave to spreadsheets and siloed apps.

Digital transformation efforts have led companies to adopt an overwhelming amount of software tools without consideration for how they'll fit together. Construction firms need an average of six or more software programs to complete daily tasks, each with its data collection and organization methods.

Communication is another way that data sprawl causes issues for construction organizations. Disjointed communication between project managers and teams creates delays and cost overruns. This is especially important when it comes to handling business bank accounts, invoicing, insurance, and compliance related data.







## What Effect is Data Sprawl Having on Complex Projects?

Fragmented data and systems are leading to project failure. Without the right data, it's impossible to deliver projects on time and on budget. Builders are feeling the strain of data sprawl in their work every day. How is sprawl rearing its ugly head?

- Too many applications to manage. More apps can mean more data discrepancies without a single source of truth.
- Projects are delayed. Manually managed processes lead to bottlenecks and miscommunications.
- Can't scale or solve problems quickly. It's difficult to find discrepancies when disparate data is distributed across numerous apps and endpoints.
- Higher risk of security breaches without a secure data environment. Data sprawl makes cybersecurity unnecessarily complicated.
- Clients upset by cost overruns and project delays. It's hard to manage expectations without clear insight into project data.
- Miss out on projects to competitors with better timelines, margins, and response times. This year, more than 33% of large organizations will be practicing data-driven intelligence.
- Struggle to onboard new employees and get them to contribute quickly. Setbacks in the field are just the beginning with data sprawl affecting your organization.
- Tech rejected by teams in the field. Teams will not find value in technology unless it reduces the complexity and enhances daily experiences.

## How are Builders Overcoming Data Sprawl?

Data sprawl impacts almost all builders and construction firms, but especially those that are keen to improve workflows and use data to make informed quotes, plans, and strategic business moves. The best way for builders to overcome data sprawl is to evaluate their current systems to find tailored solutions, rather than overhauling their entire organization.

For example, Consigli Construction, one of the largest employee-owned construction organizations, often takes on complex projects with precise requirements. Planning, resource management, and detailed reporting all create innumerable data entries every day. There's no way spreadsheets and disconnected systems can handle manual updates and processing to manage such a large construction network.

Instead, Consigli Construction uses Quickbase as a single source of truth that enables workers with real-time access to the latest information to improve delivery times and project costs. Plus, it offers a simple, customizable platform that can be tailored to their unique needs and empower teams with actionable data.

In construction, Quickbase eliminates the frustration of relying on loaded spreadsheets and disconnected workloads. By focusing on four key areas - visibility, connection, automation, and collaboration - you can push back and halt the continued advances of hyper-fragmentation.

# Digital Transformation's Fragmented Mess

Like many things today, work just feels more difficult than it used to be. The promise of technology and innovation has given way to bloated tech stacks.

An explosion of new software solutions, ushered in by digital transformation efforts over the past 5-10 years, has produced hyper fragmentation of data and information inside many organizations. This has created massive inefficiency, leading to costly project delays, bad decision making, poor cross-team collaboration, and more. It has made companies rigid and incapable of responding quickly to macroeconomic shifts. Companies are floundering, trying to figure out how to shore up their operations just to survive the turbulent years ahead. In response, they continue to adopt more tech solutions, searching desperately for a silver bullet, all the while fragmenting their organization even more.

In an effort to understand how businesses are operating today and the pain they feel, we took to the market and conducted a study. Over 600 respondents answered a few simple questions in order to find out—How fragmented is your business data? The results reflected what we all feel. In the pursuit for digital transformation, everyone got lost in the hype.

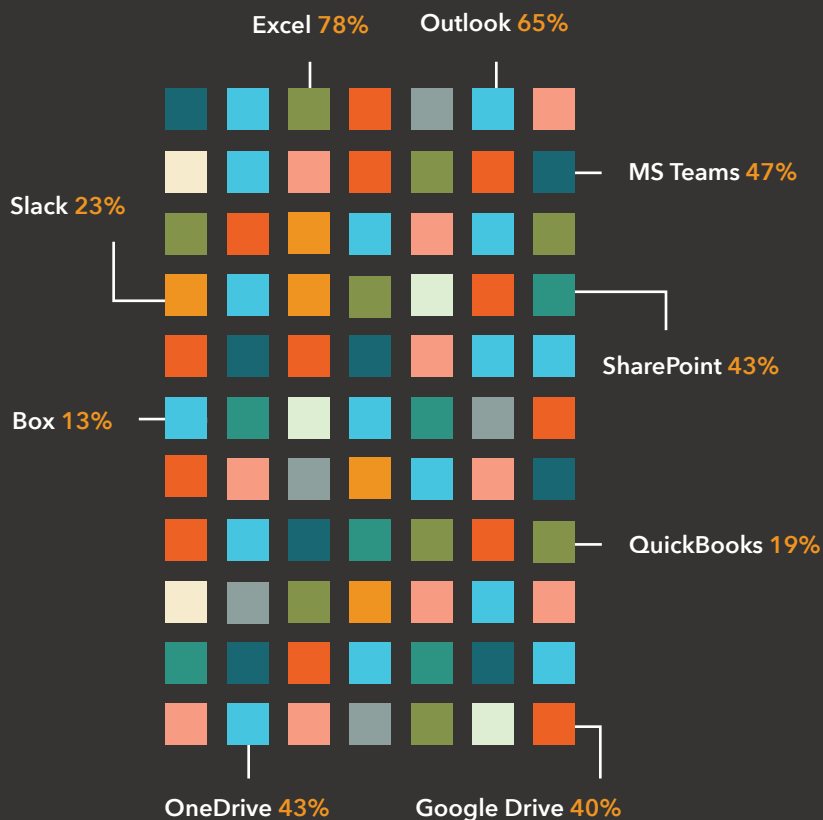
**To address fragmentation though, you must first recognize where we are and how we got here.**



# 6.9

## platforms relied upon each week

77 different platforms were reported, but these stood out:



## How many systems do you rely on for information to get your work done each week?

At the heart of how fragmentation has run rampant is the volume of software platforms that we all rely on to work each day. Tools meant to improve our productivity and streamline work did so without making one another better. With each new problem needing to be addressed, a new software solution entered the fray. Each one of these creates its own set of data or has its own unique process tied to it.

Bouncing between more than a couple of applications makes many tasks convoluted and difficult. In fact, needing to juggle more than 6 applications puts businesses at a major risk for experiencing productivity problems due to information sprawl. Our study found that respondents rely on an average of 6.9 platforms to get work done each week.

This means that the average person has a tech stack that is too sprawling to be able to work effectively and rise to the level of productivity that today's work environment demands. It's not merely the number of tools that companies rely on that is overwhelming. The platforms relied on varied widely among the respondent pool. A total of 77 different software applications were listed by our group of respondents.

Of these 77 platforms, two listed more than any others have been hallmarks of the business tech toolkit for over two decades – Excel (78%) and Outlook (65%). Beyond these two programs, an instant communications platform was selected by nearly ¼ of respondents. MS Teams was reported on 47% of lists and Slack appeared on 23%.

After email, IM, and Excel, the next most common tools businesses rely on fell into three general categories: file sharing, task management, and CRM or accounting tools.

Cloud file sharing has become among the most important platforms businesses need in the hybrid work environment. This was borne out in our study results as OneDrive (43%), SharePoint (43%), Google Drive (40%), and Box (13%) were reported very commonly.

The most commonly reported accounting and CRM tools included QuickBooks (19%), Salesforce (17%), Oracle (13%), and SAP (12%).

This most common set of applications encompasses 18 selections, which leaves another 59 applications listed by our study respondents. Therein lies the problem. Each of these platforms is necessary for business operations to happen, but each one has its

own unique set of processes and data associated with it. As different needs have risen, organizations have continued to adopt new tools without considering how sprawling and disconnected these systems are from one another. Thus, fragmentation is running wild within many businesses.

### What is the main struggle you are dealing with at your job?

How each person in an organization feels the strain of the current state of work can vary. External factors like inflation, workforce shortages, and supply chain disruptions create chaos more prominently for some businesses and professionals. Even if you don't feel that pressure directly though, the challenges resulting from poor internal systems and fragmented technology can present themselves very similarly. With that in mind, we asked our participants what they struggle with most at work.

A "productivity crisis" is often cited as a present challenge for many organizations. Almost ¼ of respondents agree and feel that is the most significant struggle they contend with. The next most prevalent struggle is a three-way tie between collaboration, efficiency, and trust. Just behind those three is speed.

Each of these struggles was meant to be solved by new technology. By blindly adopting new software though, these problems have been exacerbated for many people. Nearly all organizations employ a file sharing platform and communications software in their business, but information sharing and collaboration is still a challenge because processes may not be standard. Confidence in obtaining accurate information presents a challenge as multiple platforms for similar functions means never being sure whether information you're accessing is the most up-to-date available. The presence of a massive set of platforms has paralyzed productivity as teams are wasting time managing their tools instead of managing their work.

### The top 5 answers were:

Getting work done faster or delivering projects faster

**10%**

Collaborating + sharing information with other teams

**12%**

Driving greater efficiency - doing more with less

**12%**

Feeling confident the information you have is accurate

**12%**

Being more productive or getting more done

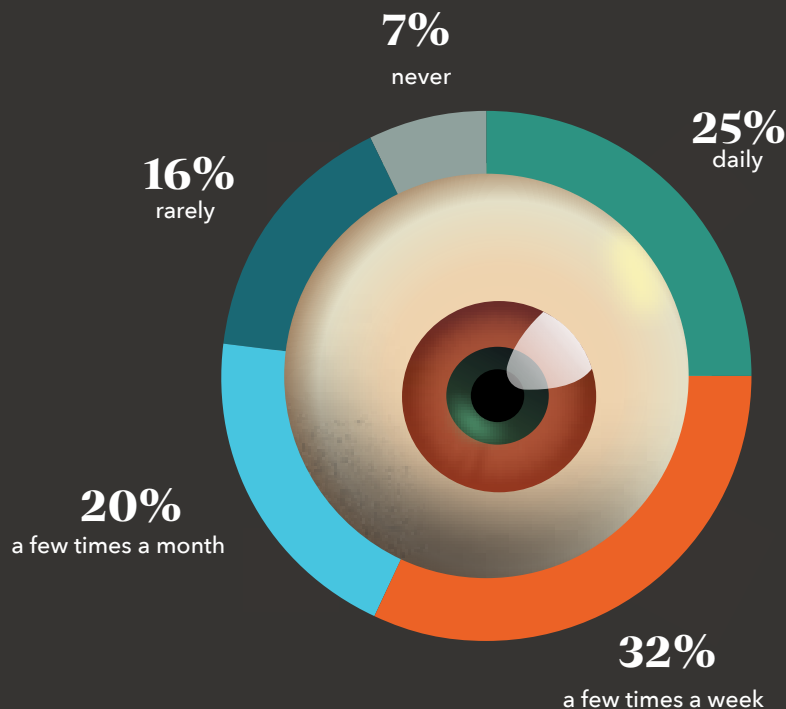
**23%**

## How often are you or your organization affected by project delays, miscommunication, or duplicated work?

Fragmented data, communication, and workflows cut at the heart of all business functions. A whopping 57% of respondents to our study reported being held up by these issues more than once a week. A quarter of people experience these issues daily!

Finding that progress is being held up by internal confusion more than occasionally is a clear sign that fragmentation is crushing the productivity of your organization.

This result is particularly concerning in light of the rapid adoption of digital tools for business operations. Chances are if your business uses any brand of project management or productivity tool, they tout the ability to prevent delays and duplicated work. Unfortunately, too much software has created an environment where teams are either missing hand-offs or ignoring them. A lack of visibility is holding up progress for a majority of businesses, which is ultimately affecting the bottom line.

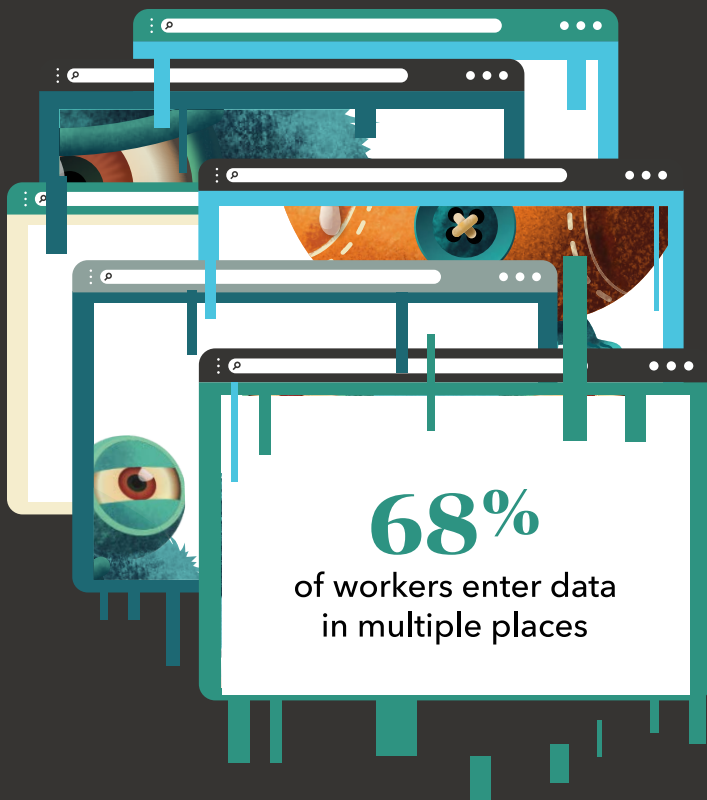


## Do you need to put the same data into different systems?

One of the most straightforward signs that the way you work is not really working is the frustrating task of entering the exact same piece of data in multiple places for different people. A staggering **68% of respondents** to our fragmentation study find themselves entering duplicated data in multiple places.

This can be the result of a few different flavors of well-intentioned but poorly executed software adoption. From a lack of connection between systems to badly designed workflows to limited visibility for team members, manual re-entry of repeated data is a huge waste.

If you find yourself among that majority, it means you're not just wasting time by duplicating efforts, but you're also creating opportunities for typos and other errors to become larger issues for your organization. If insight is needed across teams, but those teams don't have the same visibility without duplicative action, you might be fragmented.



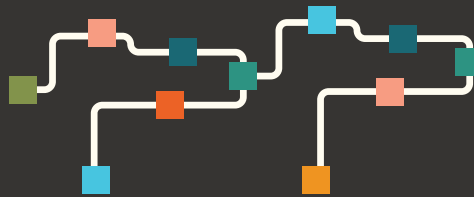
# Recommending a Solution

So, you get it. The problem that this explosion of business software has created for most organizations is very clear. Finding the solution may feel a little murky though. It seems counter-intuitive to say that more software is the route to solving for too much software. However, building more productive processes isn't just about the software you use. It's about focusing on how that software operates with how your business gets work done.



## Prioritize Visibility

With increasing fragmentation, it is unclear who has access to which systems, how key processes are run and managed, and how teams can best do their work. To build an accurate view into how you work and your key projects, put visibility at the core of your strategy to minimize fragmentation. A major key to minimizing fragmentation is building and committing to a single source of truth for critical project information. That way, there is a trusted place for all information, and there is confidence that everyone can confidently know they have the most accurate data.



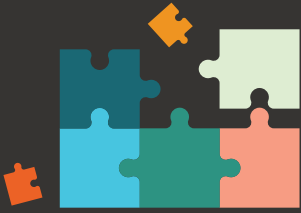
## Build Connections

The fragmentation of systems doesn't mean that data and process aren't valuable. Each new software adopted over time intends to solve a problem, and chances are that they do! The problem is that fragmentation, by definition, is borne out of new software that lives on an island, siloed from your existing work. Building connections between your existing data and business systems is the next step you need to follow in order to overcome fragmentation.

Along with the explosion of new software, integrations between platforms have also boomed. While rigid systems have kept many workflows in the dark, a dedicated focus on connecting crucial data in a singular, easily accessible location is one of the most important steps you can take to keep fragmentation from derailing your business. Yet the capabilities of software in your tech stack with a focus on data integrations and dashboards.

**Focusing on four key areas – visibility, connection, automation, and collaboration – can push back and halt the continued advances of hyper-fragmentation. Here's how you can stop fragmentation from continuing to plague your people and reverse the tides.**

# Recommending a Solution



## Adopt Automation

The goal of any work management software is simple: make things easier. The single most effective way to reduce delays and make teams more productive is to automate tedious processes in your project workflows. It seems simple, but research from Foundry found that less than 40% of businesses automate project workflows. Buying new technology without a proper framework has forced organizations to spend hours mired in manual processes.

Adopting automation and building data connections go hand in hand, and the processes to achieve it are very similar. Establishing automated workflows takes a great deal of consideration and it is incumbent on technology leaders to understand how teams operate before setting forth the plan. Adopting automation is also an incredibly iterative process, so start by stacking easy wins like scheduling and task management. The adoption of customizable collaborative software is helpful in accelerating the steps from manual to fully automated.



## Facilitate Collaboration

Getting work done well requires collaboration and coordination - across teams, across systems, and across organizations. This comes from better communication, which can be driven by standardizing processes and boosting the visibility teams have into each other's work. Effective collaboration on a large-scale means uniting your key workflows and data to create seamless cross-team and cross-organization work.

# Finding a Way Forward

Call it whatever you want: data silos, disconnected processes, disparate systems, whatever. Every one of these jargony terms boils down to the same problem—the way companies work is too fragmented and crushing their productivity. Even though less than a quarter of our respondent group reported experiencing work delays either rarely or never, there is hope.

Many companies have found ways to control fragmentation in their tech stack by prioritizing visibility, connection, automation, and collaboration. As a result of more organizations recognizing how their current technology set-up is hampering their productivity, the broader productivity crisis is being exposed. Overcoming fragmentation means becoming flexible in the face of change, delivering projects on time and on budget, and reducing friction in managing your most complex work.







# Builders Transforming Business





Builders Transforming Business

# Lighthouse Electric Innovates their Prefabrication Process

Lighthouse Electric is an electrical contractor that is setting new industry standards for innovation in electrical and technology design construction. Their dedication to crafting new techniques and processes has led them to become one of the largest electrical contractors on the east coast and they work with powerhouses like Facebook and GM to solve their complex needs.

To solve these complex needs Lighthouse Electric spends a lot of money, time, and resources to optimize their business. One of their innovations was a Planning and Prefabrication division so teams are now able to design, build, and ship kits to the construction site.

This Planning and Prefabrication team helped to pave the way for the next generation to effectively go paperless, ditch the paper drawings and fully leverage digital solutions such as BlueBeam, Revit and Quickbase to plan, design and track the overall process. This new way of planning jobs has helped to position Lighthouse for mega jobs that would have been extremely difficult to execute without these solutions in place.

## Cutting-Edge Innovation, Outdated Software

Coordinating large-scale projects and aligning team members for operational efficiency proved to be a challenge. The prefabrication process needed to be smoother if they were going to continue to grow the business.

Lighthouse Electric has over 50 people on staff solely dedicated to Planning, Layout and Design + 3D modeling, and even more employees that are involved in the prefabrication process. With this many moving parts, it takes effective communication and efficient processes to ensure everything goes smoothly.

The prefabrication process is complex and involves numerous departments. From inception with the Project Managers and Foreman, through the Planning and Prefab teams, to Shipping and logistics and finally back to the foreman for installation. To even start creating a prefab plan for a customer could take between 1,000 and 2,000 tasks to be completed.

Lighthouse Electric was struggling to control this process due to leveraging outdated technology. They were mostly using Microsoft Excel to manage their prefabrication operations, and placing orders for kits by emailing or calling other employees.

They were seeing a breakdown in communication between employees at the home office and those on the jobsite—they were both looking at different information and didn't have a central source-of-truth to reference.

Similarly, the teams were running into the problem of out-of-date spreadsheets stored on desktops causing duplicate projects or orders being incorrect due to teams not being aligned with their data.

That simply couldn't continue for a \$300 million business.

To take their prefabrication unit to the next level and help Lighthouse Electric grow even more, the team knew they needed a solution that gave them:

- The ability to work real time in one system, reducing the need for multiple spreadsheets
- Automated notifications so spread out teams could be on the same page
- Ability to quickly adapt and change as the prefab division expands and grows
- Strong API connections to integrate their other data sources
- The hunt was on to find a solution that would give them everything they needed.
- Unlocking Increased Efficiency and Improved Operations

Bob Salaj, Senior Director of SafeRightFast (a Lighthouse Electric Subsidiary), had previously used Quickbase at a previous company and recognized that the platform could be exactly what the Lighthouse Electric team needed.

After a process-mapping exercise, the team was able to build a Quickbase application to track prefabrication kits from the opportunity stage to installation in the field. The application includes an easy-to-use mobile form that only takes three clicks to get started—lightyears ahead of the previous process.

The Quickbase prefabrication application now provides users with automatic updates on orders, designs, and manufacturing status from real-time dashboards. Automated alerts and notifications facilitate better communications about when kits need to be at job sites for seamless hand-offs. The fully automated workflow includes project management, planning, BIM modeling, fabrication, logistics and field installation.

Quickbase has become the central source-of-truth for this initiative and neatly connects their critical systems in one hub, where every employee can quickly find the information they need within 3 clicks.

## Information Revolution

Not only does the Prefab team benefit from this application, managers and executives across the business have gained clearer insights into overall efficiency and project statuses.

With the help of Quickbase, Lighthouse Electric has expanded their prefab options and delivered over 3,000 kits in just 2.5 years after starting the Planning and Prefabrication division. With their applications, they can measure KPIs for requested, budget and actual prefabrication hours. Lighthouse Electric can now provide more accurate estimates for the planning and prefabrication process.

One of the biggest wins Lighthouse Electric has realized from their use of Quickbase is the fact that their bids are now more competitive because they can highlight their modern and efficient systems—leading to more winning bids and more work for the company.

“Proving that Prefabrication works in construction has been truly enabled through the tracking of this process within Quickbase,” Bob Salaj asserts, “With the baseline data and tremendous process efficiency gained here, Lighthouse continues to build the case for Planning and Prefabrication on every project and has garnered the attention of mega projects nationwide.”

Lighthouse Electric works with some of the world’s largest companies, and the ability to highlight their strong internal systems makes them more attractive to work with.

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**With the baseline data and tremendous process efficiency gained here, Lighthouse continues to build the case for Planning and Prefabrication on every project and has garnered the attention of mega projects nationwide.**

Bob Salaj, Senior Director of SafeRightFast





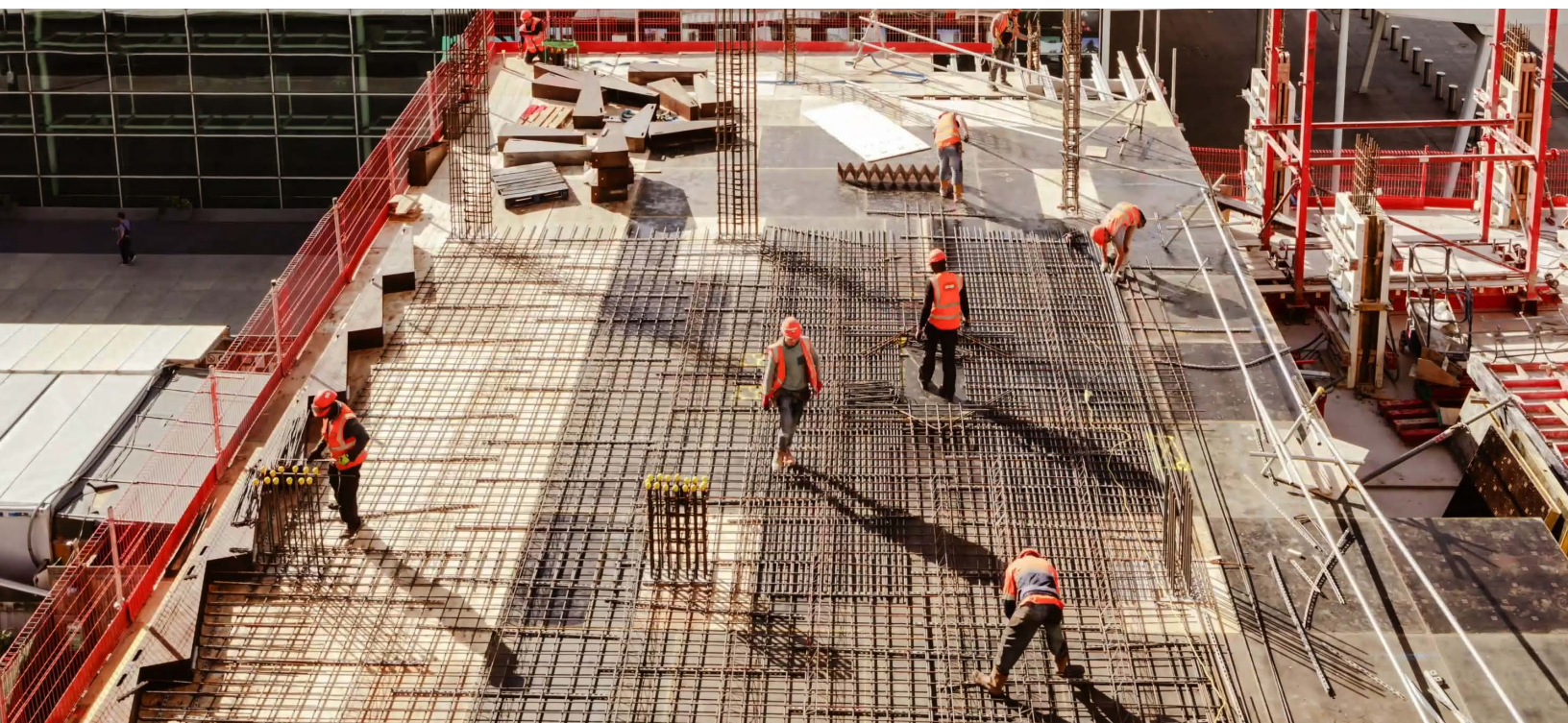
# How Consigli is Solving Complex Project & Meeting Best-in-Class Standards

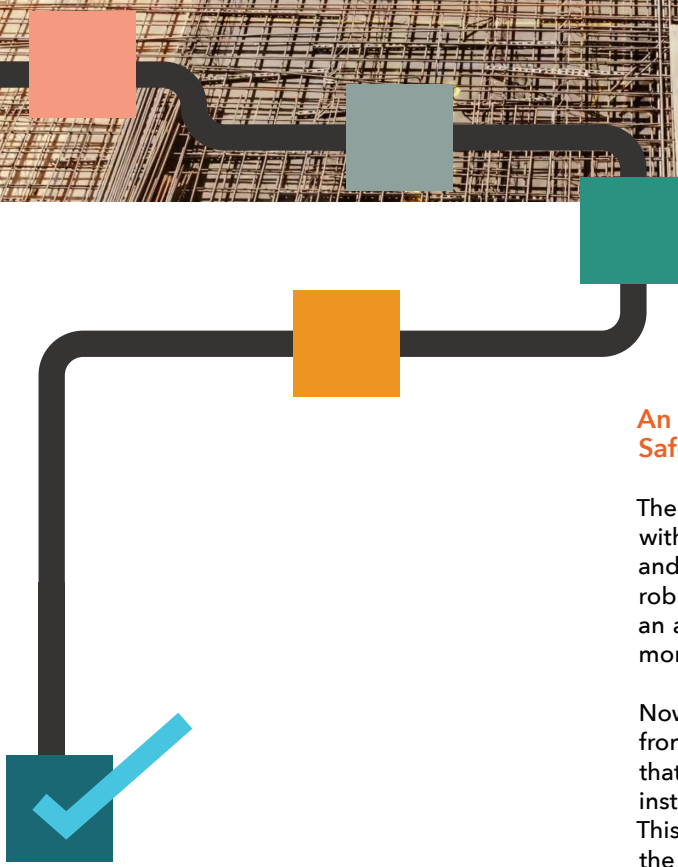
Consigli Construction, one of the largest employee-owned construction managers in the Northeast and Mid-Atlantic, tackles complex projects that require precise planning, resource management, and detailed reporting.

Due to the sheer number and complexity of their projects, Consigli can't rely on thousands of spreadsheets, disconnected systems, and manual updates to ensure they meet their own high standards – something they call the "Consigli way."

Meeting their needs for project management, staffing, planning, safety requirements, project closeouts, and more means Consigli needs a single source-of-truth that can give their teams real-time access to the latest data so they can deliver projects on-time and on-budget.

Consigli uses Quickbase as a central source of their critical information. The ability to customize the no-code platform to fit their needs for consolidated data from core systems into a single, transparent view has been crucial in empowering their teams





## An Invaluable Part of Consigli's Gold Standard Safety Standards

The team at Consigli quickly created a solution with Quickbase to address safety on the jobsite and streamline safety documentation. Quickbase's robust no-code platform enabled the team to create an application that met all their needs in under one month – allowing them to quickly see results.

Now, the field teams can scan a QR code at the front of each site, which pulls up a Quickbase form that workers can fill out on their devices in their car instead of forming a line in a cramped jobsite office. This allows site supervisors to track who is on site and the necessary safety requirements. They can easily approve or reject if a person is qualified to be on site from their mobile device.

The Quickbase solution can be easily customized, as each client dictates unique worksite safety needs. As some sites require additional things like specific safety gear, or extra safety walks and quality checks, the solution must be flexible to adapt and meet the specifications of each jobsite.

Quickbase has removed the need for multiple variations of the same safety form, reducing clutter and inefficiencies in the safety process.

Quickbase provides Consigli with a flexible choice for safety reporting, giving the teams the ability to customize safety requirements, such as specific protective gear or extra quality checks – without additional paperwork.

Even though each job is unique, Consigli has full visibility into their data and can maintain safety processes across unique events. The flexibility of their application means the teams can easily add new safety requirements or documentation to any job without having to overhaul the entire process, saving valuable time and ensuring the safety of everyone on a job.

With the help of Quickbase, Consigli creates custom solutions to their largest problems. Whether it's being best-in-class at safety or serving as a central source-of-truth for their critical data, Quickbase supports the high standards of the "Consigli way."

## Safety Isn't Just Checking a Box

One of the many ways Consigli leverages Quickbase is helping the team meet their high safety standards.

To demonstrate this ever-present priority, Consigli sets their internal goals extremely high – they want to be considered best-in-class when it comes to their OSHA safety compliance.

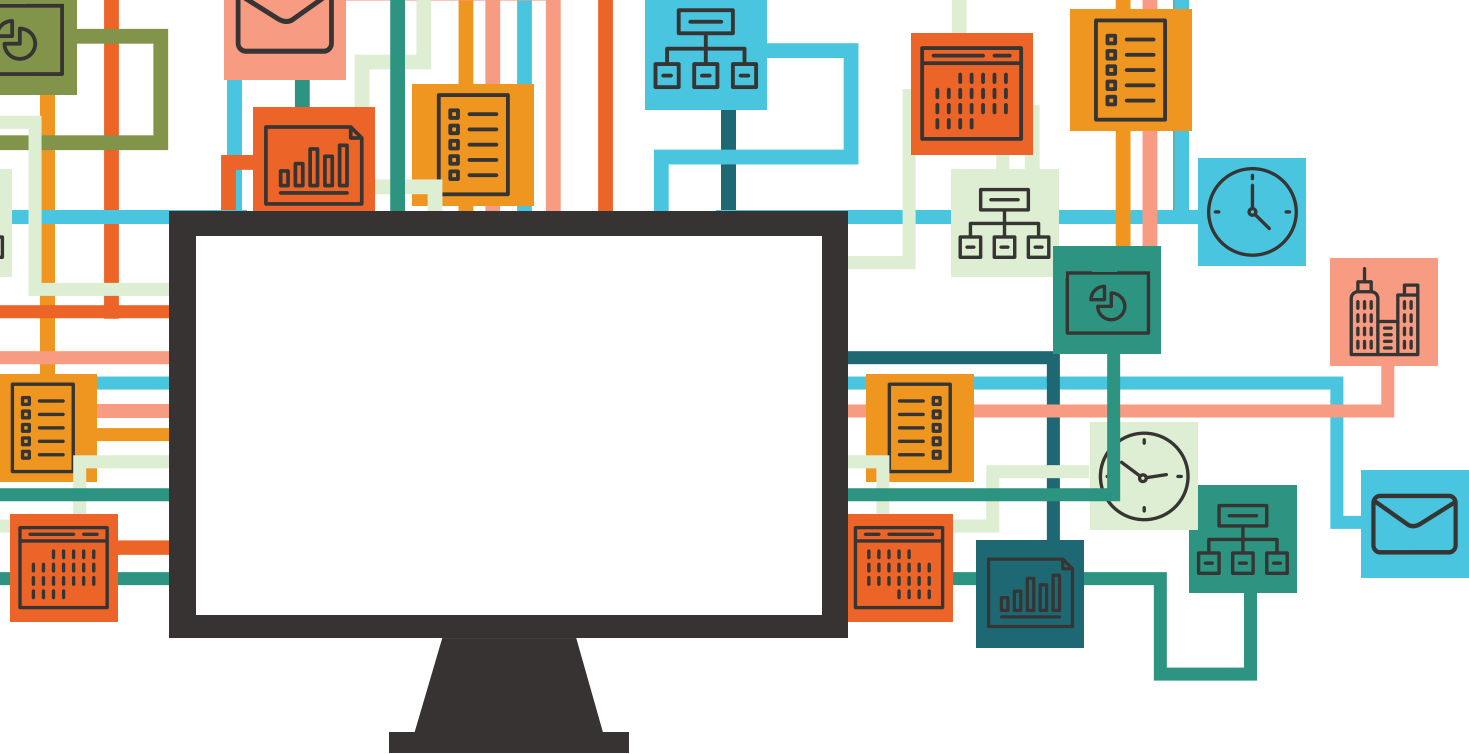
Meeting this rigorous standard requires robust reporting capabilities, streamlined integrations between crucial systems, a centralized source-of-truth for critical data, and the ability to create custom solutions for different jobs.

Before Quickbase, documenting safety processes meant mountains of paperwork and required in-person meetings. Each job needed its own safety orientation; workers were required to fill out and sign physical safety documentation; and OSHA-required safety lessons changed weekly meaning there couldn't be a standard procedure.

The paperwork was piling up and there was no way to easily sort safety documentation, create reports, or track overall trends for Consigli's safety program.

To meet their own internal rigorous standards, streamline safety procedures on the jobsite, and create flexible solutions for their different jobs Consigli turned to Quickbase to meet their needs.



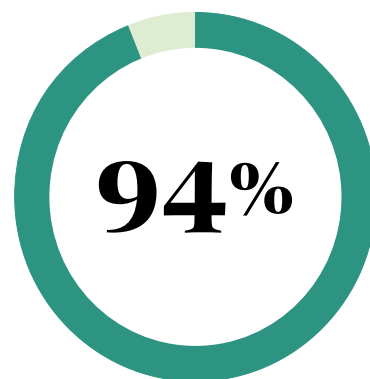


# The Post-Connected Enterprise

Throughout the years of focus on digital transformation, finding better ways to connect information, processes, and people has been top of mind. KPMG, for example, found in early 2020 that 79% of CEOs say they are personally responsible for overseeing cross-functional alignment in a way their competitors were not. Priorities for those leaders included taking a more active lead in technology strategy and increasing automation.

That report was entitled *The Connected Enterprise* - when the reality is, today, work is more disconnected than ever. Quickbase's own recent fragmentation study found that almost 94% of respondent organizations are at either moderate or high risk of experiencing the challenges of fragmentation. We have moved past the connected enterprise - and into the challenges of the post-connected enterprise. This is a time marked by processes that are completely disconnected from each other.

So how did we get here? And how can we bite back at the connections that we somehow moved past?



**of respondent organizations are at either moderate or high risk of experiencing the challenges of fragmentation**



*You have more software to attack your challenges, and yet more problems as a result when that software lacks the flexibility to build, strong integrations, and the tight controls you need.*

### Too small an approach

Part of the problem is that the existing ways that people seek to solve this challenge aren't cutting it. Too often, organizations view collaboration and connection as a problem solved on the individual and team level. While collaborative work management capabilities like task tracking and individual project management are important to getting work done, they can fall short of the scale of the problem. Similarly, when organizations solve projects with bespoke tools to manage individual processes, they can be creating even more data silos and in fact increasing fragmentation when they sought out to make work easier. And when teams turn to manual tools like Excel, the problem only becomes bigger.

This is what happens with more tools without anything to connect them. "You have more software to attack your challenges, and yet more problems as a result when that software lacks the flexibility to build, strong integrations, and the tight controls you need," said Ryan Duguid, VP of Product Strategy at Quickbase.

With a continually growing tech stack and nothing to connect all of it, the small challenges are solved while the big ones remain. As a result, work suffers. More than 53% of respondents to our quiz are held up more than once a week by fragmented data, communication, and workflows. And we have to fill in those gaps and challenges with manual work - 70% of respondents said that they enter the same data into multiple places.

This is the flaw in a patchwork approach to solving business problems. Without the right capabilities to unify all of your data and systems, your people will have no idea where to turn for the information they need to get their jobs done and your most important projects - the ones that take the most coordination and communication - will be stuck in the mud. Your work will remain fragmented and your teams will remain frustrated.

### Critical connections

There is, however, a better way to create the cohesion that is missing. It starts with connection and automation. Instead of prioritizing point solutions, you should be looking to take a more holistic approach to solving fragmentation. Your organization has people doing tons of work every day - the right approach to collaboration and connection unites all of the information and systems that come from that work and makes sure everything is accurate and actionable.

More visibility by committing to a single source of truth will shine a light on the ways your work is disconnected - and show you where you can cut out duplicate work. Connected technology can build on this central source of truth by integrating platforms. The right collaboration tool, one that can be customized and layered with no-code, makes sure that there's no need to 'rip and replace' software just to reduce fragmentation. Better automation, taken on by less than 40% of organizations according to Foundry, can be a major force to solve fragmentation as well. If technology leaders take a considered, organization-wide approach to this, you will remove the phrase "entered manually" from your vocabulary.

Learn from how Henley-Valvoline did this. In order to effectively expand their real estate portfolio 3 times in 5 years, they need to collaborate across multiple teams and processes. Construction progress, site selection, and portfolio management are all happening in concert, and information matches among coordinated handoffs. This comes through visibility, connection, and automation - as we like to say, they can see, connect, and control all of their critical processes.

Challenges like this mean people need the right information at the right time - and the post-connected enterprise doesn't bring this. While work feels more disconnected than ever, taking the right approach will bring us to the connected enterprise that we have all been seeking.



# Empower

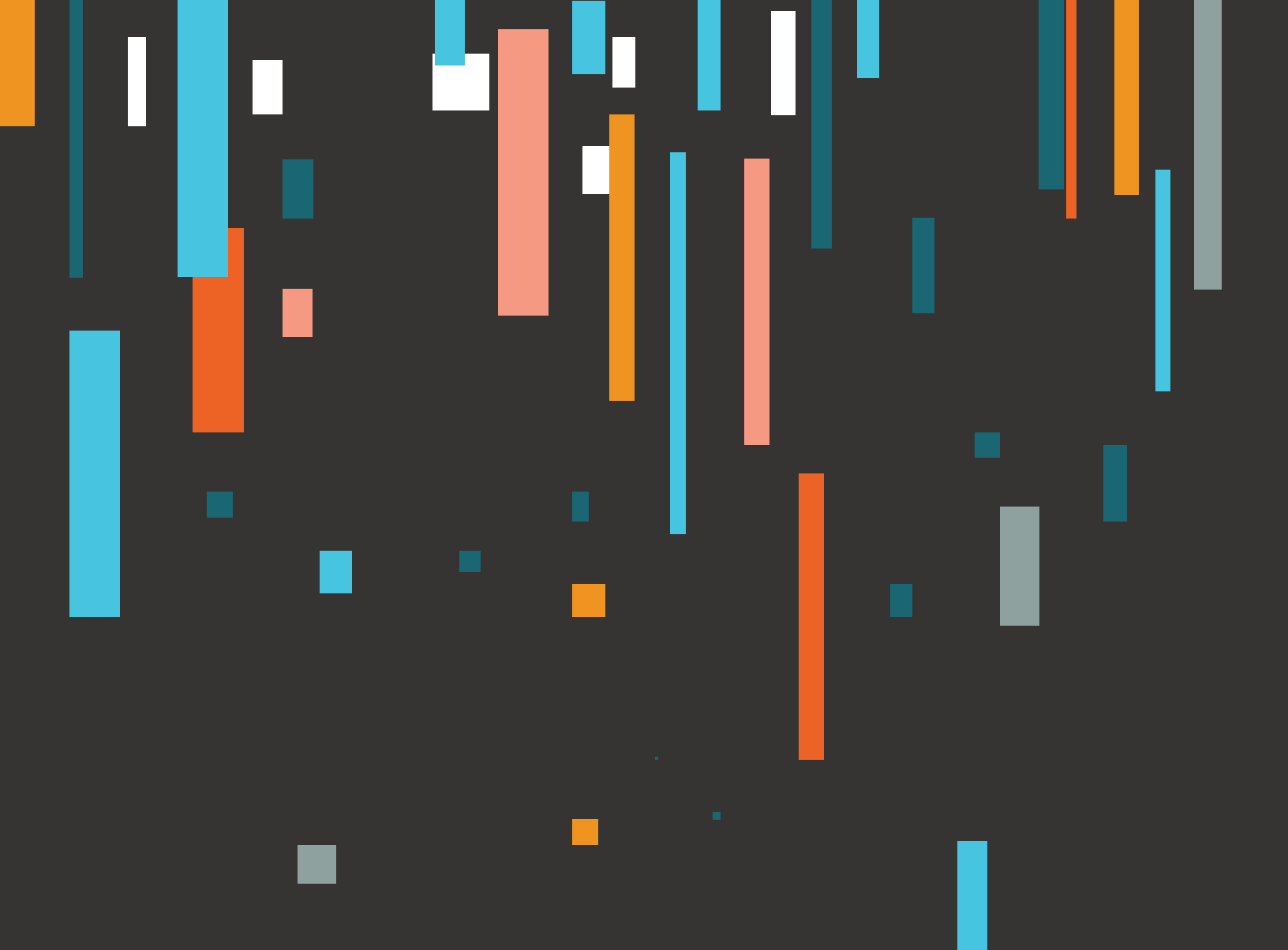
**Together is how we make  
complex projects simple.**

**June 7, 2023 | 10 AM - 2 PM ET**

If you only add one event to your calendar this year, make it this one. This free virtual event is packed with thoughtful and engaging content to help you streamline your processes and increase your overall productivity in 2023.



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