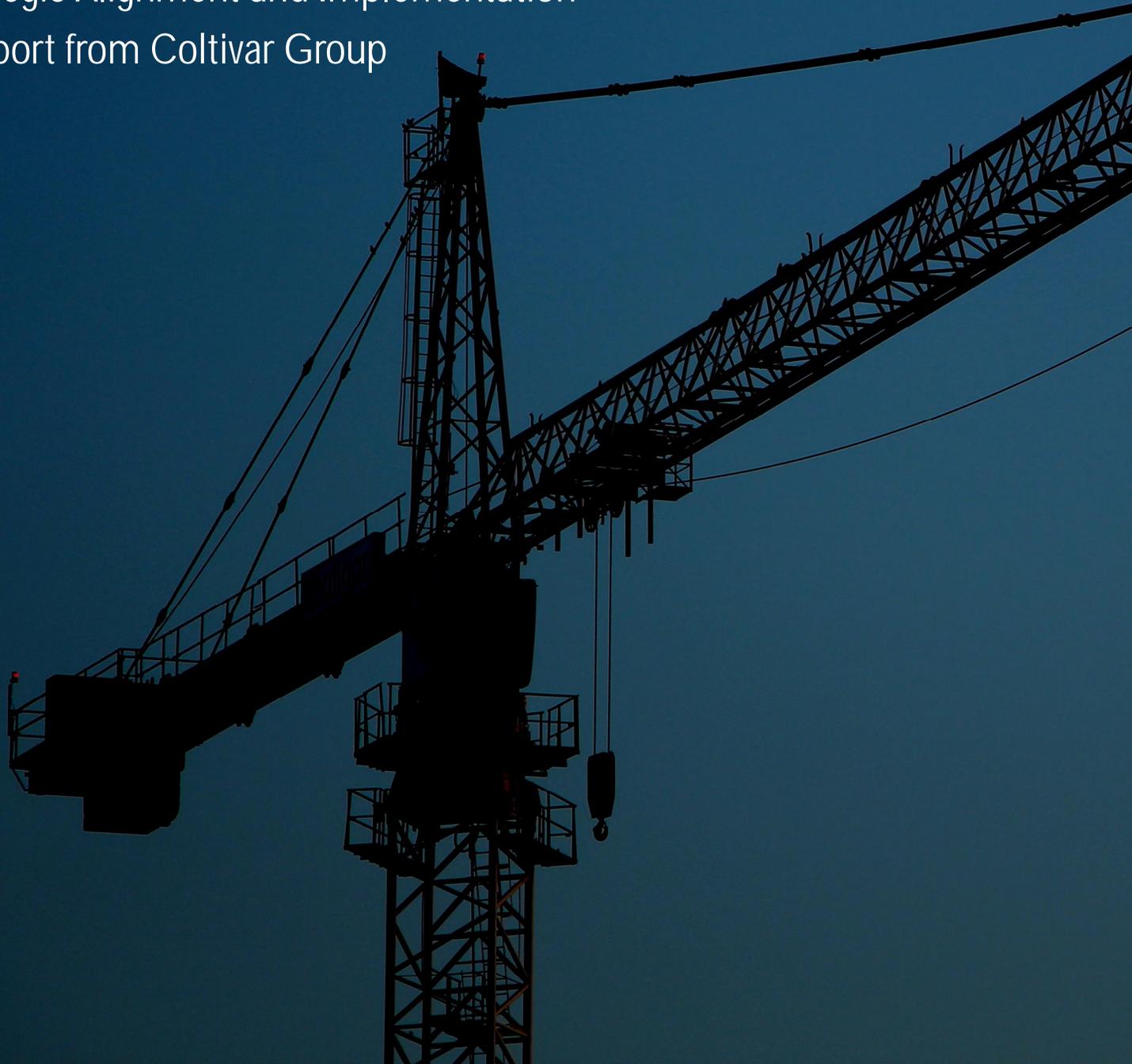




Strategic-Powered Growth

National Construction Firm Receives  
Strategic Alignment and Implementation  
Support from Coltivar Group



## Client Profile

Our client is one of the premier non-residential general contracting firms in the western United States with annual revenue of more than \$300 million. Founded in 1943, the firm performs a wide range of construction services and maintains a strong network with multi-local project owners.

## Opportunity

Following the recession, the firm has increased revenue and expanded into new geographic and service segments. The company has continued to establish itself as one of the most prominent multi-national construction brands. Although the firm's growth has presented it with significant opportunity, the organization has struggled to articulate its strategic vision throughout its national branches.

To assist with the transition, the firm hired Coltivar Group. The primary area of focus for the firm was to promote strategic unity and direction. Through aligning objectives, the firm aimed to increase efficiencies to reduce its cost structure.

Coltivar Group initiated the engagement by redesigning the company's current strategy to account for regulatory, political, and economic changes in the industry environment. In addition, through defining the target market, Coltivar Group assisted in critical firm tradeoffs to enhance standardization.

By disaggregating activities to evaluate firm processes, Coltivar was able to address excessive non-value adding G&A costs. Breaking down organizational siloes allowed the firm to determine disproportionate resource allocation based on perceived customer value.

In these phases, the firm considered questions including: what activities will secure the firm a higher price or efficiency advantage? What elements of the company provide customers with the greatest value? How can the company distinguish itself in spite of cost pressures to rise above industry-wide competitive convergence?

## Solution

The firm was deeply-rooted in its company purpose. It could clearly communicate its mission, vision, and values. While the firm maintained its strategic rhetoric, it struggled to realize the value of its strategy due to underdeveloped execution. Success required the company to take action.

To actualize strategic opportunity, Coltivar Group conducted an intensive six-week strategy redesign and implementation program. In the first phase, Coltivar administered employee surveys, interviews, and observations to understand the current strategy and work flow. Coltivar determined resources, capabilities, and firm value drivers, assessing areas of weakness.

Employing this research, Coltivar adjusted the firm's strategy to better manage external factors and account for internal deficiencies. After verbally aligning the team, Coltivar was able to conceive innovative solutions to address implementation challenges.

This phase involved transitioning the company from an antiquated ERP system to cloud-based project management software. The move enabled enhanced field, office, and craft communication and presented opportunity for the company to track strategic progress.

The development of the strategic design coupled with actionable initiatives

drove the firm to restructure a slew of processes including: go-no-go, estimating, project buyout, accounting and financial procedures, employee onboarding and training, and project closeout.

## Results

Through collaborating with Coltivar, the company has defined its strategic direction and empowered employees to contribute to an overarching vision. The plans are now supported with actions and tracked with relevant analytics.

The firm has become more forward-looking, aligned, and poised for profitable growth. By spreading a shared agreement of firm goals, the company has propelled to the top of its market.

## About Coltivar

We are management consultants who help our clients leverage strategy, finance, and innovation to sustain a competitive advantage. We apply our expertise in strategy to help forward-looking companies capture profitable growth. By identifying strong processes, we enable organizations to employ repeatable steps to create value. We believe that a great business strengthens the people within it and the community where it operates.

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