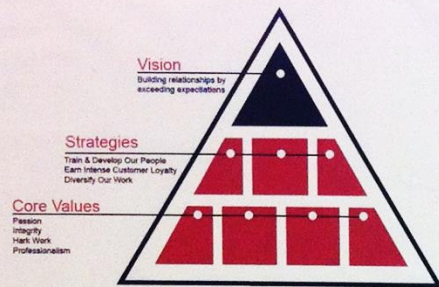


THE OLD

Vision:
Building relationships by exceeding expectations.



Commercial Clients
&
Regional Presence

Where To Play

Regional Operations



Value Offerings
Pre-construction
Construction Management
Design-Build
General Contracting
Sustainable Leadership
Virtual Design & Construction (BIM)

Building Sectors
Commercial
Education
Entertainment
Government
Health Care
Hospitality
Non-Profit
Residential
Retail
Science
Technology
Senior Living

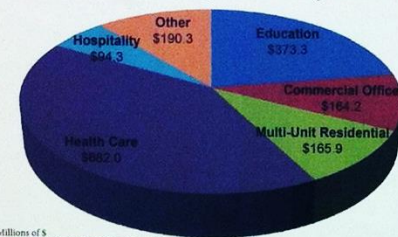
A General Contractors Transition Strategy

Abstract

In approximately the year 2008 Suffolk Construction began an attempt to refocus the company's strategy in order to break into new markets and create growth opportunities. Executive management believes change is necessary to reposition the company as an institutional contractor, breaking out of its mold as a primarily commercial contractor. This paper is a case study that has been compiled from resources made available inside Suffolk Construction and from independent third party sources. The result is an analysis of a company's sophisticated plan for growth. In this research the strategy is broken down into three questions that must all be answered in order for success to be possible (not a guarantee). These questions are: Where will we play? How will we win? And what do we need to do? This case study follows Suffolk Construction through their process of answering these questions and implementing change in their organization. Suffolk defined their strategy as going narrow and deep in their existing regions and establishing a national presence with local expertise. To win Suffolk aims to reposition themselves in the market place an institutional contractor capable of managing the most sophisticated projects. To move towards this goal Suffolk has included a re-branding of the company with their Build Smart campaign, perusing strategic acquisitions to bring accelerated growth, revising the company's core values, and striving to become a true construction leader though employee innovation.

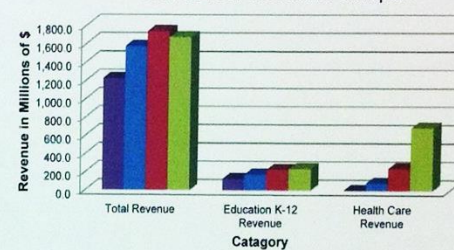
Financial Analysis

2010 General Building Revenue by Sector



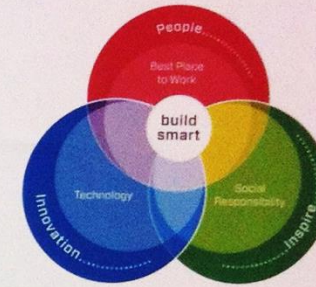
*Millions of \$
*Source: ENR Top Contractors Source Book

Year to Year Revenue Compari-



The NEW

Vision:
Transforming the construction experience by building smart.



Institutional Clients
&
National Presence

How To Win

Grounded on how to do it, never stuck on how it's always been done.

A relentless drive to add value and to exceed expectations

Providing clients with the most skilled, knowledgeable construction professionals in the country

build
smart

SUFFOLK

"A passion for the business and an unparalleled portfolio of capabilities. A proactive management approach and rock solid financial strength. A relentless drive to add value and to exceed expectations. That's what separates us from the pack. And those are the ladder rungs that elevate us to Build Smart"

Being an Industry leader

Leveraging modern technology to improve the building process and increase project management capabilities

Development and implement LEAN construction techniques

Take Building Information Modeling (BIM) further, create additional value for the owner

Provide the safety and security from unique levels of financial Stability

Build communities, not just buildings, set the example for giving back to the community in an attempt to create and inspire positive change that is sustainable

What Needs to be Done

Commitment to Training:

Suffolk realizes that sophisticated clients want to work with the best. To ensure they are developing the best people in the industry Suffolk created its own in house training program.
-Suffolk is Ranked #41 on "Training Magazines Top 125"



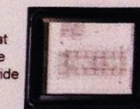
FORTUNE
100
BEST
COMPANIES
TO WORK FOR

Becoming a Best Place to Work:

Suffolk sees improving the life of their employees as one of the next big steps in recreating the company. Suffolk is attempting to achieve a "work, life balance" to promote employee satisfaction, happiness, and performance. Suffolk has created rotating half day Fridays and other programs to improve employees lives

Inspire Innovation:

Lead the way in the development of application of technology that will improve the construction experience. Develop and encourage employees to always look for a better way to do something. Provide training to put these innovations to work.



Strategic Acquisitions:

Over the past three years Suffolk has leveraged its financial strength to acquire construction companies that add market share, capabilities, and portfolio of

Brand Continuity:

Create the ability to provide a services to national clients in a simple and uniform format. Creating effective company wide standard operating procedures (SOPs), creates trust and establishes expectations with national clients. The combination of national strength and regional insight makes Suffolk a leading building wherever clients want to build.

Aaron Pusztai: California Polytechnic State University, San Luis Obispo

Comments:

- Great use of color
- Great original graphics
- Great ability to follow flow of info
- Nice amount of abstract included
- Great use of color charts to make points clear
- Good heading for easy navigation
- Larger text needed in almost all cases
- Emphasize graphics more than text
- Needs to better emphasize project goals, purpose, methodology, and new information generated
- If using company or individual names need to get permission