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 recognize 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 the 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 as the national 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, projecting strategic acquisitions to bring accelerated growth, reversing the company’s core values, and shifting to becoming a true construction leader though employee innovation.

Financial Analysis

2010 General Building Revenue by Sector

Year to Year Revenue Comparison

Where To Play

Commercial Clients

Regional Presence

How To Win

Grounded on how to do it, never think on how it always been done

A relentless drive to add value and to exceed expectations

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

“A passion for the business and an unparalleled portfolio of capabilities. A proactive management approach and risk 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 securitv 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 experienced 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 Sufco training is ranked #1 on Training Magazine’s Top 125

Becoming a Best Place to Work:

Suffolk sees improving the life of their employees as on of the next big steps in growing the company. Suffolk is attempting to achieve a “work/life balance” to promote employee satisfaction, happiness, and performance. Suffolk has created rotating half way Fridays and other programs to improve employees lives

Innovate 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 services

Brand Continuity:

Create the ability to provide services to national clients in a simple and uniform format. Creating effective company wide standard operating procedures (SOPs), create 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

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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