

5 Steps for the Perfect Cloud Implementation

Construction IT Managers Setting the Stage and
the Expectations for Cloud-Based Transformations



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As an IT Manager in the construction industry you have a difficult job.

Construction as an industry has been late to adopt technology and still lags behind other industries when it comes to improving processes by use of software or other tech advancements. Most IT directors and managers are well aware that their organizations need to move from complicated on-prem software and manual processes to the consistency and security of a connected, cloud-based solution. After all, it's where nearly all business is moving to.

However, this is easier said than done. It might be an uphill battle to convince the executive team that a move to the cloud is best for the business. Even if you do, you then have to implement the transition, ensuring that it sticks, and that teams don't revert to old, comfortable, but problematic ways of doing things.

From our extensive work on cloud transformations, we've pulled together a 5-step guide to help you effectively overcome these challenges.

1. Do the Math

When you break down the total cost of ownership for staying on-premises compared with moving to the cloud, the numbers speak for themselves. Cloud software can appear expensive until you shed some light on all of the hidden costs of your on-prem software. When you total up the cost of your servers, IT staff, onsite backup, network fees, other hardware costs and eventual server replacement, that investment extends far beyond the cost of a cloud-based solution.

It is important to understand these hidden costs and realise how much you are actually saving your company by moving to the cloud. Your business stands to save a significant amount of money by making this move, so show that to the company's leadership.



2. Get an Executive Sponsor

For an initiative of this scope, it helps someone in the C-suite backing you up. Once you have the numbers sorted out, and can clearly show the monetary value of the new cloud solution for your company, it will be easier to get an executive on your side. Invite your CEO or CFO to meetings with your software provider, walk them through the total cost of ownership of staying on-prem compared with the price of moving to the cloud. Expose the hidden costs that come with staying on prem so that they understand what they stand to save.

Once they are on the same page, they can bring your case to the rest of the executive team. By allowing them to be a part of the process, you achieve their buy-in and better facilitate the necessary changes in the company from the top down.





3. Establish a Cross-Functional Team

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You will also need a person of influence from every area of operation backing you on this initiative. Choose technologically-able directors or managers from each department. Sit down with them, listen to their needs and explain how moving to a single, connected cloud solution can help. Then, expand that strategy down to the end users that will likely work in the system the most.


Getting them involved can uncover challenges that leadership and management teams hadn't considered.

For example, if you promise the payroll supervisor that he or she will no longer deal with double data entry, you've likely already sold him or her, but if that professional needs a special union tax field to carry over into any new system in order to stay compliant, that needs to be addressed.

Plan to meet regularly with teams to get feedback throughout the implementation and adoption phases. You will need their full support and collaboration to complete this initiative successfully.



4. Map and Translate Workflows



The workflows across your company's mix of disconnected solutions are likely different for each department, maybe even for each project.

Accounting may rely on spreadsheets, with project managers using a series of apps... while the field team might still recording their hours on a piece of plywood. Needless to say, standardisation of these workflows with consistent data entry is critical to success.

The best way to make a software implementation stick is to prepare employees for change.

Work with your cross-functional team members from each department (Step 3) to make sure they are accurately recording the workflows as they stand, they know how to translate them, and what they will look like within the new software. It is likely these will be significantly different—ideally simpler, which is the goal. But consistent training—especially for those not used to modern software solutions—will go a long way to ensuring proper usage.

This exercise will allow for true standardisation across all departments and projects.

5. Appoint “Super Users” Within Teams

Once the cloud solution goes live, you are going to notice right away who is excited about it and who is going to try to run back to their spreadsheets and manual processes. Partner with one or two members from each team who are early adopters when it comes to the new technology. Gather these technologically enthusiastic individuals and appoint them as “super users” within their teams.

These super users will be the folks on the jobsite that others listen to and trust. They aren't the boss, so others feel comfortable approaching them with questions and asking for help as often as they may need. Provide special training for the super users based on the workflows that effect their day-to-day tasks. Once they feel confident in the software, they will be able to help the rest of their departments get there as well.





Ongoing Success Factors

You will need to develop a system of checking in as the adoption period continues. Inconsistency in the data will be a tell-tale sign that not everyone is using the software for the workflows they are designed to streamline.

Continue meeting with your cross-functional team of department directors to check in on how their teams are doing. If they present issues, work to solve them. Address problems directly and thoroughly so they do not go overlooked and thereby prevent unproductive habits from forming.

Moving your company from problematic on-prem software to the connected cloud-based solution it needs to grow and scale for the future can be

challenging. But if managed correctly it can lead to tremendous results, including increased productivity, profitability and a significantly lower IT burden on you and your department.

So, don't get discouraged if you experience resistance to change—meet this resistance head on with practical reasons why moving to the cloud is necessary. Once you achieve the adoption sweet spot where everyone is using the software, saving time and realising the value, they will thank you.

Learn more about the benefits of a connected, cloud construction solution and how Trimble Viewpoint can help modernize your operations:
viewpoint.com/trimble-construction-one



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Trimble Viewpoint, a Trimble Division, is a leading global provider of integrated software solutions for the construction industry. Trimble Viewpoint software enables customers to integrate operations across the office, team and field to improve project profitability, enhance productivity, manage risk and effectively collaborate across the broad construction ecosystem. With nearly 8,000 clients, including more than 40 percent of the ENR 400, Trimble Viewpoint's innovations are transforming the construction industry by fully integrating operations across financial and HR systems, project management tools and mobile field solutions.

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