

# Meridian Systems Builds Toward The Future

## User Conference Highlights Evolving Technology, Best Practices In Everyday Business

Report Authored by Scott Tiazkun, Technology Analyst for Tiazkun Associates

### Meridian Systems User Conference 2010 Keynote

Calling for stronger systems integrations and business intelligence, John Bodrozic opened the Meridian Systems User conference with future IT trends that will positively impact construction project and program management. Hundreds of Meridian Systems customers, clients and partners attended the three day event, at the Gaylord Resort in National Harbor, MD, just outside of Washington D.C.

Bodrozic illustrated the ongoing benefits of technology saying the sum of their parts is greater than the whole. "Today one application plus one application equals three," he said, referring to the benefits accrued by applications and systems integration and how it positively impacts enterprise data and business process efficiency.

#### Meridian Keeps Pace

Meridian's Prolog® and Proliance® platforms are moving ahead as well to keep pace of technology needs but also business process improvement, said Bodrozic. He illustrated the extensive solution set that Meridian customers need to achieve greater business efficiency, including scheduling, estimating, document management, online project plans and specs and a corporate portal. He also illustrated how Meridian and partner solutions were helping to fill these needs.

He spoke about other trends that will move project management into the future, including software platforms transitioning to Web services models, new methods of data collection and dissemination (such as mobile phones and digital pens) and the growing importance of Building Information Modeling (BIM).

BIM enables 3-D modeling via a digital representation of the building and its components and structures. It is being promoted as the methodology for solving waste



and inefficiency in the design and build cycle. "BIM will affect all our lives," Bodrozic told the crowd during the opening keynote session.

Meridian's project management systems are slated to begin integrating with BIM systems. This is just one aspect of Meridian's best-of-breed solutions, Prolog and Proliance, which are keeping up with new technology and new ways to execute business. Other features that were spotlighted include corporate portals, online project plans and specs, scheduling, supply chain collaboration and new mobile and field solutions for clients.

With upgrades and changes needed to keep current, Bodrozic said Meridian is counting on ISV partners, consulting partners, VARs and Meridian Professional Services to keep up with all the new solutions and integrations that are needed to keep users current

"We live in a world of uncertainty and volatility," he said. "We need to control our businesses and IT systems better so that it creates business value for your enterprise."



## The Future of BIM and Project Controls Technology Keynote

Technology is coming, for better or worse. Kristine Fallon, the President and Founder of Kristine Fallon Associates, Inc., based in Chicago, talked about three emerging areas of technology that will impact construction project management going forward. Those three, Building Information Modeling (BIM), collaboration and interoperability, "are going to happen whether architects want them to or not," she said.

In Fallon's view however, new technology is for the better. She cited a cost study by the National Institute of Standards and Technology (NIST) in which it was estimated that there is annual cost burden of \$15.8 billion due to inadequate interoperability in the capital facilities segment of the U.S. construction industry. The \$15.8 billion estimate is the sum of individual annual cost burdens for four key stakeholder groups: architects and engineers (\$1.2 billion); general contractors (\$1.8 billion); specialty fabricators and suppliers (\$2.2 billion); and owners and operators (\$10.6 billion). From a business perspective, these costs represent approximately one percent of annual receipts for each of the first three stakeholders and nearly three percent of the annual value of construction put in place for owners and operators.

Better access to information will be needed to address this problem going forward, said Fallon. Using BIM to enhance project delivery will yield impressive results such as drastic decreases in change orders. "BIM offers a new paradigm in project controls," she said.

Fallon outlined how BIM is more sophisticated than CAD. BIM models are assembled from virtual building elements such as walls, slabs, beams, pipes and ducts and offers a single database with multiple views. Many people equate BIM with only 3D but BIM offers more, such as specifying building components in the model.

Working with BIM can reduce construction risk, improve profitability and productivity, reduce designer error and re-work and improve a company's competitive positioning. In two dimensions, errors are easy to come by. In BIM, modelers see the issues before they become problems in the field.

Holistically, BIM will force companies and people to work differently-both in process and organization. Again this is a benefit.

### The Productivity Problem

Construction is one of the few industries that has not experienced productivity gains; in fact productivity has been down said Fallon. She cited such reports as a US Bureau of Labor study which showed productivity in construction had declined by approximate 21 percent from 1968 to 1978. There are other studies using governmental industry data which indicate that construction's labor productivity declined from 1964 to 2000 at an annual compound rate of -0.72 percent. However, with BIM productivity will be boosted.

"This is a 40-year problem (finally) solved," she said.

There will be problems to adoption she warned. These include challenges in training and in cost to companies. These challenges will also extend to organizations such as changing roles and responsibilities within a company as well as creating new deliverables which will mean crafting new contract language. And right now BIM is not ready to support Web services and requires hefty resources from an IT infrastructure perspective-in many cases it runs slow.

However these issues are being addressed as BIM becomes indispensable in the building market, she said.

## Construction Project Management— Focus of the Community: User Poll

Is construction project management getting any easier? What do those directly involved with the process say is important to get the job done? These are the questions that Meridian clients were asked at the Meridian Systems User Conference 2010 held May 24-26 in Washington D.C.

Overall users were concerned with the increasing complexity of their projects. Attendees also spoke about the need to keep on top of necessary details and information to make sure profit margins do not evaporate due to inefficiency or 'weak links' in their daily business processes.

So what are the most pressing needs and concerns in the everyday work environment that Meridian users were talking about? These are the Top 5 ranked topics that came up among surveyed users:

1. Document Management
2. Collaboration
3. Standardization of Processes
4. Budgeting Processes
5. Workflow Analysis

What Meridian users were heartened by was ongoing improvement in functionality and business process enablement that they were getting with Meridian Proliance and Prolog solution sets. For example, being able to set up Web interfaces for contractors and having them use Microsoft Office Business Applications (OBAs) was cited by many as an important element to keeping efficiency high. For those with hundreds of users, it makes a huge difference.

"This has led to a cultural change with what we can now do differently and better," said one Meridian user.

There will always be new business challenges but overall surveyed Meridian customers were optimistic that Meridian Systems technology will be able to help meet expectations going forward.

"We wouldn't be using the system and expanding usage if we didn't see the advantage," said one Proliance user. "We expect Meridian to help us greatly in the coming year."

Next year will certainly bring new challenges and based on this year's user conference, Meridian users will certainly have opinions about what is important to their business. As always though, Meridian Systems wants to hear about it, and help.

## Customer Case Studies: How Users Train and Transform with Meridian

Smart companies invest in IT solutions to transform their project-based businesses. At the Meridian Systems 2010 User Conference, several Proliance users shared their experiences on topics such as better training methods and smarter process modeling to achieve greater value in their Meridian solution investments.

Both these topics address scenarios that most companies will face either as an internal issue or as a customer-facing element of doing business. Users are finding that continuous process improvement as well as smarter training involves detailed planning, business process foresight and sometimes, reverse psychology.

"We don't drag them (employees) in for training," said Kevin Frankland, Vice President Construction of Administration & CAD Technologies at Simon Property Group. "We try to let them suggest it's necessary."

Indianapolis-based Simon Property Group, is one of the largest real estate management companies in the U.S., and uses Proliance to manage properties throughout North America, Asia and Europe. Currently the company has 180 projects in the Proliance system which integrates with a JD Edwards back office. Training methodology has been fine tuned at Simon Property Group to address the needs and personalities of different user types.

For instance civil engineers are very methodical in their learning habits while project managers are time sensitive so these two groups tend to train quickly. Conversely, architects look at the world through a 'design' prism so they present special concerns in training said Frankland.

"Overall we want to teach them all to be a master of their computer," he said.

### Modeling Made Easy

Mastering process improvement via modeling is also a great benefit for Meridian users. Peter Claypool, Quality Manager at HNTB Corporation and Pamela Paul, CEO of Kilan Solutions work on

assignment with the North Texas Tollway Authority (NTTA) in the greater Dallas/Fort Worth region to achieve this for their client.

NTTA is empowered to acquire, construct, maintain, repair and operate turnpike projects; to raise capital for construction projects through the issuance of Turnpike Revenue Bonds; and to collect tolls to operate, maintain and pay debt service on those projects. Specific to project delivery and construction, the NTTA depends on its Meridian-based Enterprise Project Delivery System (EPDS) to manage these types of projects for its roadways.

## Training & Education

### Issues to Consider

- › Which IT Topics to Cover and for whom
- › When do People Learn?
- › Value of the Overview
- › All or partial system training
- › Group users by discipline and personality
- › Tie the new IT system to known procedures

### Methods to Use

- › Delayed training
- › Testing/"Pop Quiz"
- › Separate Location from Workplace
- › Morning Training
- › Distraction Free Environment
- › Create Familiar Product Views

*Potential training issues and suggested methodologies that were presented by Kevin Frankland, of Simon Property Group.*

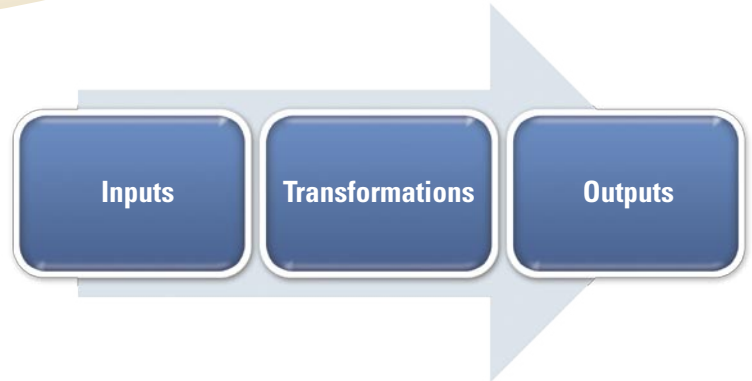
Planning and implementation for the EPDS system involved both a business implementation team, managed by Claypool and a technical implementations team, managed by Paul.

The NTTA selected Proliance in December of 2007, started implementation in February 2008 and quickly completed the Phase 1 installation by July 2008. Today there are almost 400 users on the Meridian Proliance system at NTTA.

Claypool used an ISO9001-based management model to define the set of interrelated processes needed to administer all business activities related to projects at NTTA. Flowcharts document the 'critical to business' processes, such as a Request for Information (RFI) submittal. These business process flowcharts then directly correlate to

## Process Developments & Flowcharting

1. Identify the "Critical to Business" Processes
2. Determine who owns the Process
3. Use the Team Approach to Implement
  - › Business Process Owner (SME)
  - › Information Technology (IT)
  - › Facilitator (Quality Assurance)
  - › Key Stakeholders (as needed)
4. Use Flowcharts to document the processes
  - › First, document the business process
  - › Second, document the applications tool technical process



*Peter Claypool of HNTB, discussed how flowcharts were used to document 'critical to business' processes, such as a RFI submittal. These flowcharts directly correlate to the workflow capabilities in Proliance.*

the workflow capabilities in Proliance, and determine what data fields are needed to populate the system. Flowcharting and modeling are crucial to success but Claypool pointed out the need to keep things simple and warned against over documentation.

"Too many metrics can confuse," he said. "Metrics are only as good as the behavior they drive."

On the technology side of this project, Ms. Paul who is the project manager responsible for NTTA's Proliance implementation utilized the Information Technology Infrastructure Library (ITIL) v3 as the standardized approach for the Proliance installation. ITIL is a set of concepts and practices for IT development and IT operations. ITIL gives detailed descriptions of a number of important IT practices and provides comprehensive checklists, tasks and procedures that any IT organization can tailor to its needs. She said this provided a framework to define customer requirements, align both business and IT strategies and measure performance via continual improvement.

Ongoing, performance measurement on the technology side is key to keeping NTTA satisfied with its choice of Proliance and the service it provides.

"Continual Service Improvement (CSI) is the reason we are here and successful," said Paul. "We measure ourselves with Key Performance Indicators (KPIs) and baseline to refine processes and measure improvements."

Proliance was chosen to create process uniformity across all NTTA construction projects via a centralized project database and automated process management and approvals. Currently there are 26 separate business processes modeled and implemented

using Proliance, with more to come. Proliance is used as a change management repository which captures modifications, updates and additions to ongoing projects. Proliance also works with Cognos at NTTA to provide drill-down portal pages and program and project reports that link to the document level.

These functions of reporting, dash-boarding and score-carding are crucial to support Business Intelligence capabilities. The NTTA depends on this analysis to make projects run more efficiently and ultimately lower the cost of ongoing construction projects. The NTTA, with its partners Kilan Solutions and HNTB Corporation, along with Meridian's Proliance solution are working to ensure that the greater Dallas/Fort Worth area roadways are on the fast track to better project management and cost effective construction.

## Meridian Supports the Engineering Behind Disney's Imagineering

One cannot attend a Disney theme park or stay at a Disney hotel or cruise on a Disney ocean liner without feeling a sense of wonderment. For over 50 years Disney engineers, or 'Imagineers' as they prefer, have dreamt, designed and developed the world's most delightful environments to entertain and inspire children and adults the world over. However the magic of Disney also needs much support to carry out the projects that the Disney Imagineers' fertile minds collectively devise.

Walt Disney Imagineering is one of 50 business units at Disney. It employees approximately 1,000, which is under 1 percent of Disney's total workforce. However it consumes 75 percent of all Disney capital and is slated to spend \$8 billion over the next five years.

Proliance is Disney's construction project management technology platform that is necessary to support ongoing Disney design and construction projects. The creative process, called Blue Sky at Disney Imagineering, provides the seeds of development that evolve into the attractions at the eleven theme parks as well as other Disney attractions. Disney's Proliance system is hosted by Meridian Systems and currently has over 425 users.

"We are very happy with the Proliance partnership," said Rajesh Agrawal, Director, Management Controls, Walt Disney Imagineering. In his 21-year career at Disney, he has served in engineering and project finance roles and currently leads the implementation of a Project Management and Controls Systems for all capital projects. His satisfaction with Meridian Systems is based on giving Disney control and insight over its vast array of projects.

"Hopefully we can establish this (system) across all capital projects," said Agrawal.

Those capital projects normally follow a 5-year path from concept development and feasibility through design, construction, installation, testing and adjustments to the final grand opening. With 70 percent of project work outsourced, Proliance provides Disney with an integrated project management system to provide project automation, collaboration and transparency to control Disney's very visible and usually eagerly awaited projects.

### Microsoft and Meridian Integrate to Enable Process Improvement

To support the process and keep external contractors integrated into Proliance, Disney relies on Microsoft Office Business Applications (OBAs)

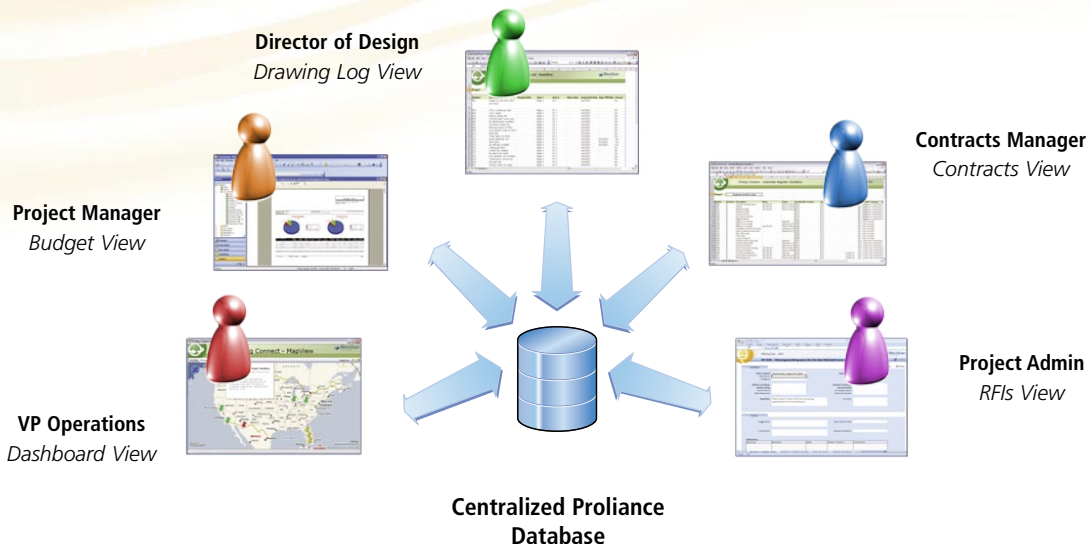
"We had to standardize workflow for 34 business processes," said Agrawal. "We use OBAs very extensively."

There are currently 26 OBAs in play at Disney, supporting work processes such as daily reports, budgets, contract management, project estimates and payments. For example a third party vendor can initiate an RFI by logging in outside the firewall and populating the RFI via an OBA. An email notification comes to the Disney office engineer who can forward the RFI on to the primary stakeholder.

Kathy Jornlin is Implementations Project Manager at Disney and works on OBA extendibility. She appreciates the Web services platform of Proliance that enables the widespread use of OBAs and supports various project types, roles and locations.

"Proliance is different in that it doesn't force users into a single user interface," she said. "For that reason interfaces can be customized to meet the needs of each type of user."

Many project managers at Disney and other users (such as outside contractors) continue to rely on Excel on a daily basis. The Disney



*By leveraging Meridian's Web services technology platform, Proliance addresses collaboration challenges, overcomes application interoperability, and provides end-users with flexible access, making your project teams more successful.*

Proliance system has the ability to integrate with existing worksheets to meet the needs of these users. Additionally, Proliance integrates with Microsoft Outlook as well.

This philosophy, of supporting alternate user interfaces, is important to Disney and the company greatly values how Proliance supports these options.

“When deploying enterprise software to large user bases, you need to have flexibility otherwise the software will never be fully adopted,” said Jornlin. “Proliance provides a Web services platform that is flexible enough to meet the demands of the user base.”

Disney’s growth will continue as the appetite for its parks and attractions grow. Meridian Systems is glad to be able to do its part to support Disney and turn ideas into reality.

## Expanding the Power of Meridian Systems—Partners Extend the User Experience

Supporting a large array of users, with precise IT needs, in the construction project management world takes great effort. Therefore Meridian Systems appreciates what IT and service partners bring to the Meridian experience for many users. Meridian showcased several partners at its recent Meridian Systems User Conference 2010.

The Cram Group, based in New York City, specializes in working with the construction industry providing consulting, managed hosting and software development services. The company offers ProjectXnet Cloud Hosting services which utilizes both Prolog Manager and Prolog Converge in both private and public Cloud setups for clients. ProjectXnet also supports customer requirements for more than 10 other applications that can be deployed in the same environment for a comprehensive solution.

The Cram Group also offers The OBA Store which offers OBAs for every feature supported by Meridian Prolog including RFIs, submittals, punch lists and company setup. A complete suite of SaaS, Managed hosting and custom development service options are also available. “The goal of The OBA Store was to provide a standard set of OBAs to companies at a reasonable cost but also provide them access to high-quality solutions,” said Wes Smith, President of The Cram Group.

Another partner, the PSSGroup based in Boston, is a Meridian reseller serving the New England and New York regions. The company specializes in integrations between Prolog and other industry software platforms for portfolio management. “The need for computer software integration and training services to the project management industry is growing” said Marc Jaude, President of PSSGroup.

Project Team Solutions, Inc., (PTSI) based in Chantilly, VA, serves the Mid-Atlantic region with Meridian software and associated professional services. PTSI offers unique service packages for Prolog with 6 month or 12 month terms available and ‘quick start’ packages. The company also maintains the ProjectTeamTraining.com Website that trains users on the Prolog solution using an online resource offered on a 24/7 basis.

“Hosting services have grown dramatically,” said Ty Witmer, President of PTSI. “With today’s economy, people don’t have the IT resources they need so hosting is a viable option,” he said.

The partner constellation of Meridian continues to grow. Based on the experiences that were highlighted at the Meridian Systems 2010 User Conference, the opportunity for partners will continue to grow as well.

## Prolog in the Public Sector

Capital project management in the public sector presents unique challenges. Meridian Prolog is helping the Commonwealth of Massachusetts meet the challenges around collaboration, data access and security.

The Division of Capital Asset Management (DCAM) has a charter to manage various construction projects for a wide variety of Massachusetts-owned facilities like the Massachusetts State House and mental health facilities across Massachusetts. DCAM has to track 2,400 projects with 700 of these being ‘active’ in any one year.

DCAM now employs Prolog Manager for internal DCAM use and Prolog Converge for outside contractors and consultants, although the change wasn’t necessarily easy.

“Moving to a new process is even more of a challenge in the public sector,” said Craig DiGiorgi, PMAS Systems Manager, DCAM. He cited the challenges of educating people to new ways of doing business and resistance to change, largely due to government process inertia. The phrase ‘Because we’ve always done it that way,’ was a phrase he heard too often.

## Reporting Challenges in the Public Sector

- › Reporting by multiple groups
- › New fields and what to do with them
- › Reporting on multiple Projects

Prolog Manager however allowed DCAM to move to a more efficient business model for project management. The systems allowed them to encrypt passwords, which met their Federal requirement for encryption for projects that are funded by Federal stimulus money. DCAM also has to support 17 levels of security to create workflow and Prolog supports this effort.

Collaboration with outside agencies includes the use of document management capabilities, redline tools, data sharing between agencies and use of Prolog email.

"Reporting can represent a challenge in the Public sector," said DiGiorgi. "There can be too many ways to cut data when reporting on multiple projects," he said.

But Prolog is crucial in DCAM's efforts to meet reporting needs and address constantly changing budgets. The challenges for DCAM to manage its many public sector projects will continue to be many, but Meridian has helped to educate via business process improvement as well as address budget changes and needed cost controls, said DiGiorgi.

## Looking into the Future with Web-based BIM

The dawn of widespread Building Information Modeling (BIM) adoption is upon us as it provides a value proposition that is hard to resist. Jordan Brandt, CEO and Co-founder of Horizontal Systems, Inc., a BIM technology firm based in New York City. Brandt demonstrated Web-based BIM and spoke of its advantages when integrated with construction project management systems at the Meridian Systems 2010 User Conference.

The integrations of BIM and project management will "be important to keep project based organizations competitive on the business efficiency side," said Brandt. "There is great benefit to the enterprise."

While he admitted that many companies were still 'dipping toes' into the world of Web-based BIM collaboration, there is a transition in the industry he said. The value proposition of Web-based BIM may make this transition inevitable.

Web-based BIM offers the advantage of reduced in-person meetings and associated lower travel costs along with greater live model collaboration, greater project oversight, accessibility and a comprehensive audit trail. BIM can also minimize contingencies and claims due to poor communications, outdated information and better collaboration processes.

The Horizontal Glue platform is a vendor neutral technology that offers integration between BIM authoring tools and construction

## Features of Web-Based BIM

### Web-based BIM management

- › Platform for BIM exchange, guaranteed fidelity of geometry and metadata.
- › Integration between BIM authoring tools and
- › Project Management systems
- › Web-based streaming and 3G optimization for field support
- › Customized data delivery and reporting
- › Centralized project, model and user management

project management systems. The Glue Server enables data exchange and collaborations between various stakeholders in the design/construction/build value chain (e.g. architects, engineers, builders, owners, sub contractors)

Horizontal will build integrations to support all object types. "They are typically plug-ins to AutoCAD," said Brandt. When in place, the Glue platform aggregates all the models and allows various collaborative processes such as real-time 2D and 3D design review, live conflict resolutions and notifications.

Budget monitoring services, such as quantity takeoffs are also a great new value proposition with these type of systems. Quantity takeoff procedures can be enhanced with BIM as estimates of the quantities are derived from BIM models and will reduce costs spent on actual building materials. "It's the new frontier of BIM," said Brandt referring to widespread use of quantity takeoffs.

Glue also enables Point Cloud Streaming by pulling large amounts of information from the field and streaming directly to the Web-based platform for model building and model merging.

With all this capability to digest, architects and engineers have much catching up to do.

"The industry is still trying to figure it all out," said Brandt. "It's always hard to know what you will need in (the next) 30 years."

There is no doubt that Web-based BIM will be part of the IT package of the future.

## Best Practices in Project Management

In the construction industry, achieving greater efficiency and lower costs through best practices has sometimes proved elusive. Ongoing efforts around best practices involves business process improvement, better project management workflow but also IT solutions as an integral piece in the best practices puzzle, according to industry consultant and expert Kristine Fallon, President and Founder of Kristine Fallon Associates, Inc., based in Chicago. Fallon spoke with Meridian about best practices at the recent Meridian Systems User Conference in Washington, D.C.

All construction and capital project enterprises will benefit from instituting best practices in their everyday business processes, but it will depend on whose 'side' you are on.

Trying to create and adhere to best practices in the construction management space is difficult as there is a dichotomy between the IT side and the construction process side according to Fallon.

The Project Management Institute (PMI.org) provides information and assistance in project management and associated processes. It considers itself the world's leading not-for-profit membership association for the project management profession, with more than half a million members and credential holders in 185 countries. Still, there is a catch. "What I don't like about the PMI approach (to best practices) is emphasis on drilling (down) and managing the project at the detail level," said Fallon.

To make project management work and adhere to best practices there is a need for some level of details but not so much that companies 'lose the business process side-the big picture' of construction management, according to Fallon.

However, certain IT solutions, such as Meridian Systems software, provide a framework to create, adhere to and modify best practices in construction project management. For instance liability and risk is negotiated in the RFI process. By automating the rules as much as possible in Proliance, it removes the potential for problems.

"This is the strength of this software," said Fallon.

Further, with a cast of hundreds, if not thousands, of project team members impacting construction projects, it's hard to get everyone on board to follow best practices. By installing a system, such as Meridian's, everyone has the opportunity to contribute to the project and monitor the project progress in a consistent way.

"This is a best practice in and of itself," said Fallon. "These types of systems can teach how best to work with the client and remove or preempt problems before they happen."

The advantages that Proliance or Prolog software presents users are certain to impact construction project management best practices in a positive way.



# Construction Project Management Software—A Short History and Analysis

By Scott Tiazkun, Independent IT analyst with Tiazkun Associates

It has been a long road to IT automation of the construction lifecycle. In the past, IT markets such as project management and Professional Service Automation (PSA) had bits and pieces of useful functionality like resource management and scheduling that would help with some business process aspects for the construction project team. However all the pieces never really came together in a way that addressed all necessary roles—construction manager, architect, general contractor and subcontractors—for complete construction project delivery.

So, the hype around project management and PSA was able to sustain a small IT market but only for so long. Vendors which had enormous amounts of generic functionality but no industry specific knowledge (does anyone remember Niku or Evolve?) were ultimately destined to fail.

Enterprise software needs vertical focus to succeed and have credibility with their client base. So as vendors began to specialize, real construction project management software suites came into being which coordinates various business processes for contractors and building owners. In the construction and capital projects industry this meant that end users were looking for project lifecycle management software platforms that addressed the areas of collaboration, purchasing management, cost control, budget management, document management and field administration.

Today a full-featured construction project management software suite will offer functionality for:

- › Project Collaboration—to enable RFIs, approvals, and drawing collaboration
- › Document Management—to access, distribute and track documents
- › Workflow Management—to automate review and approval processes, and create audit trails
- › Scheduling/Task Management—to schedule and monitor current and overdue actions and provide notifications
- › Enhanced Communications—to provide methods of information transmittal such as email

- › Cost Management—to manage budgets, costs, and savings/overruns
- › Procurement Controls—to analyze bids and contracts, improve record keeping and track detailed contract history
- › Reporting/Dashboards—to track metrics and print reports or create custom reports for specific business process needs

This is not an exhaustive list of what construction project management software can include but it addresses the areas that are most important. It can also be argued that several of these elements can combine to address project risk management. In the future, aggregating metrics from several of these functional areas may provide a way to reduce project complexity and reduce errors or project delays, while having a positive impact on the enterprise bottom line.

Process improvement is the end game when it comes to evaluating this type of software, whether it is for RFI submittals, executive reporting or cost containment. With the right solutions set, which can be integrated with a back office ERP system, the financial close process can also be improved.

So the right solution set is critical no matter the number of projects or the size of staff and contractors needed to carry out the work. This means finding the right software vendor is just as important.

Meridian Systems is one vendor that provides Web-based software that addresses the planning and executing of construction projects and capital management programs. Meridian, which has been in this space for over 17 years, offers industry specific collaboration, document management, cost controls, workflow management and reporting which address the needs of both large and small enterprises as they attempt to manage and deliver their construction projects on time and ideally under budget. The Meridian Prolog and Proliance software solution sets are the very definition of construction project management software and have succeeded where others have failed.



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