



Building a Tech-Driven Culture in Construction

Construction Technology Services

July 24, 2025

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Built for Forward

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Top 10

U.S. Public Accounting Firm

\$2.2bn

Revenue (2024)*

30

States

Forbes 2024

AMERICA'S BEST LARGE EMPLOYERS

POWERED BY STATISTA

600+

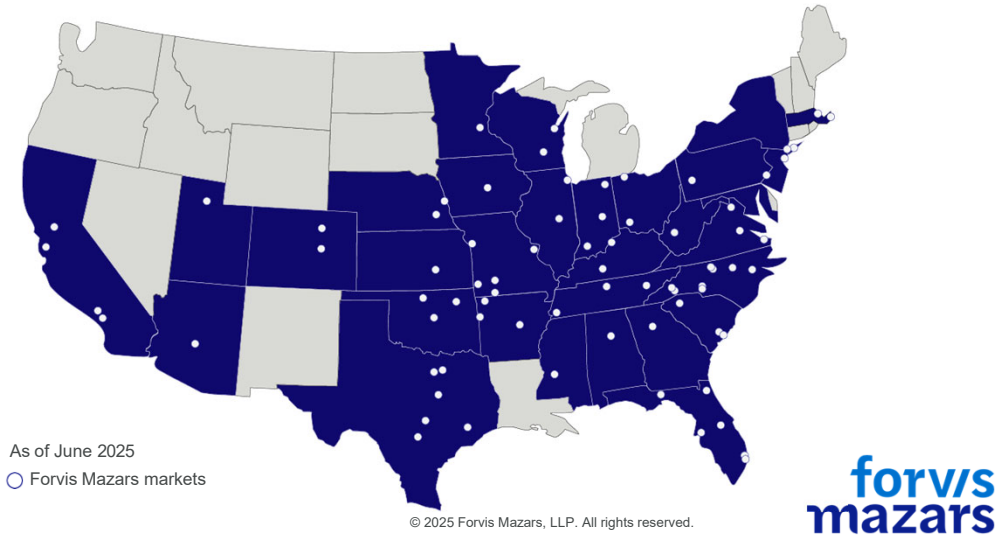
Partners & Principals

7,000+

Employees

*FY2024 combined revenues: FORVIS & Mazars USA

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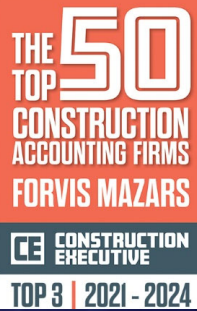


Our Purpose

A Blueprint for the Journey



**Helping Contractors
Use Technology
Effectively**



Construction Technology

How We Help

Deliver Results
Exceed Expectations



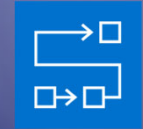
SOFTWARE
SELECTION



SOFTWARE
IMPLEMENTATION



SOFTWARE
OPTIMIZATION



EXECUTE
ROADMAP



RECRUITING



BUSINESS
CONSULTING

Construction Technology

Our Approach

Drive Adoption
Increase Value



EFFICIENCIES IMPACT
GROSS MARGIN



DRIVE USER ADOPTION



LEVERAGE AN
EXPERIENCED TEAM



SELECT THE RIGHT TOOL
FOR JOB



MANAGE THE SCHEDULE



FOCUS ON VALUE

Transformation is a journey, not a destination.

You need a strong partner to help you get to where you want to go.



Agenda

Building a Tech Driven Culture



Why Culture Matters

Exploring the significance of organizational culture in driving business performance, tech adoption, & innovation.



Culture Is the Key

Highlighting the central role of company culture in fostering employee engagement, tech adoption, & business value.



Tech Tools Are Plentiful

Examining the abundance of technology available to enhance business operations & productivity.



Strategies That Foster Innovation

Discussing practical approaches to cultivate a culture that embraces change & nurtures innovative thinking.

Expectations For Today

Most audience members remember

3%

of the material presented after one week.

Today we will focus on

1

key takeaway to remember.

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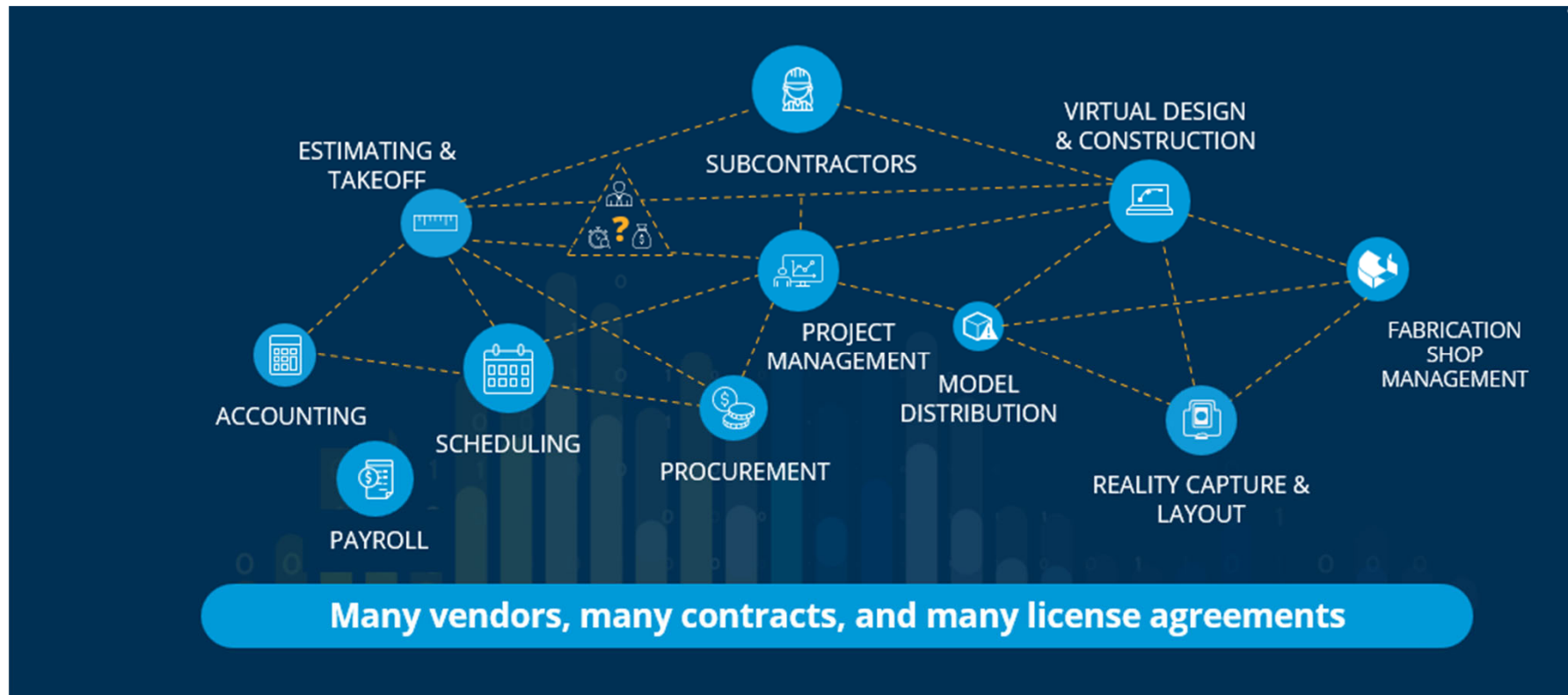
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01

Why Culture Matters



Managing Construction Tech Is Hard ...



But Adoption Is Even Harder

Tech-Driven Companies Perform Better



Technological Adoption

Companies that quickly embrace & integrate new technologies see increased efficiency & productivity



Data-Driven Decisions

Leveraging data analytics & AI enables informed decision making



Streamlined Operations

Automating repetitive tasks & workflows reduces costs & improves scalability

In today's fast-paced digital landscape, technology-driven construction companies are poised to gain a competitive edge with enhanced performance, agility, & market responsiveness.



**With Construction Tech at Your
Fingertips ...**

**We're All at the Same
Starting Point**

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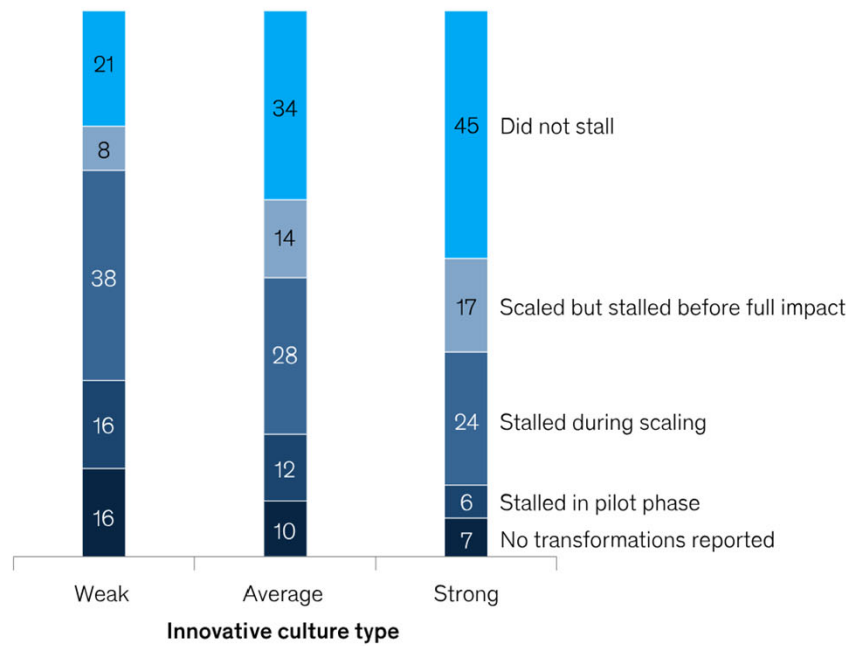


What is the key differentiator to success, since we all have access to the same tools?

Culture Matters

Innovative Companies Outperform

Outcome of transformations by innovation culture type, % of respondents selecting each outcome



Note: Figures may not sum to 100%, because of rounding.
Source: McKinsey Global Survey on digital strategy, 2023, n = 1,086

Cultural challenges are the **biggest barrier to getting results from digital investments**. Risk aversion, siloed mindsets, & a general aversion to technology slow down the adoption of new tools & processes.

A close-up photograph of a person's hand, wearing a white shirt, touching a glowing blue circular light on a tablet screen. The background is blurred, showing a person in a white lab coat and a warm light source. The overall color palette is dominated by blue and purple hues.

**Innovation distinguishes
between a leader & a follower.**

— Steve Jobs

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Tech-Driven Culture Is the Key



Empowers Engagement

Improves Collaboration

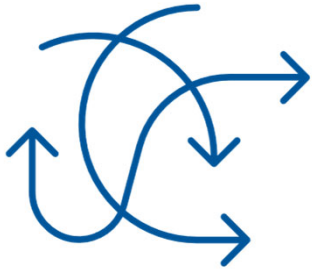
Accelerates Adoption

Celebrates Success

Provides Satisfying Work

Fosters Innovation

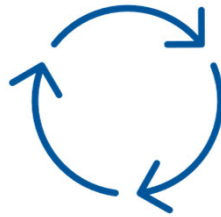
The Case for Leveraging Technology



Inefficient Processes

On average companies lose **20–30%** of revenue each year due to inefficient processes¹

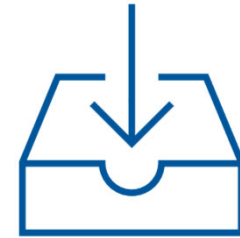
¹ [How Inefficient Processes Are Hurting Your Company](#)



Opportunity Automation

On average workers spend **520 hours** annually on tasks that could be automated²

² [How Repetitive Tasks are Hurting Your Business](#)

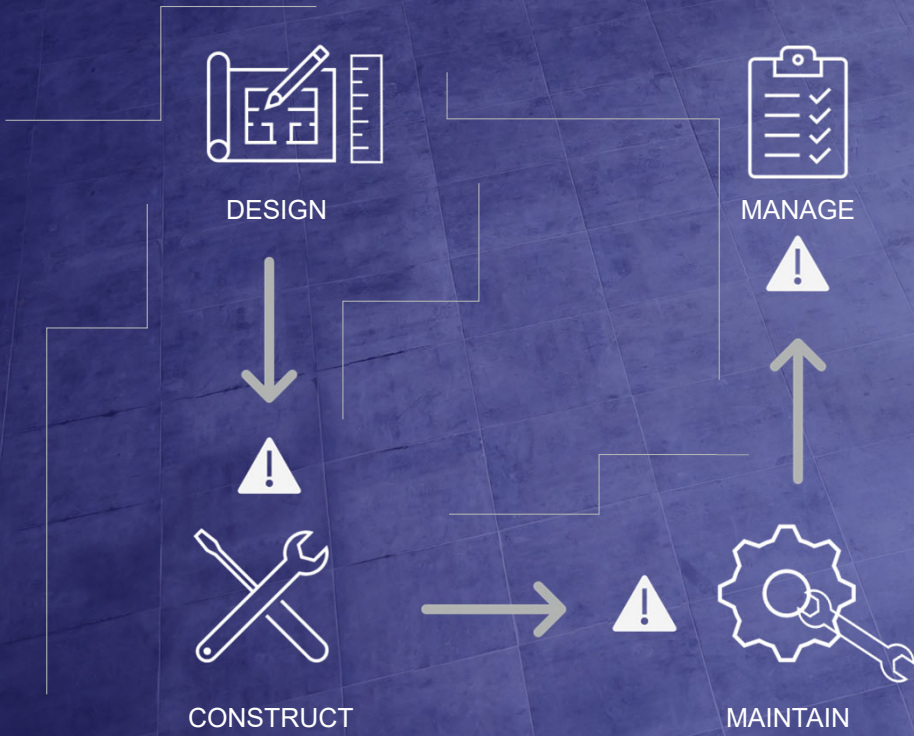


Work Overload

On average 68% of workers suffer from work overload in which they have too much to handle daily³

³ [Key Business Automation Statistics You Should Know](#)

Disconnected Data Delays Decision Making



BIM Use Case

Model What's Being Built

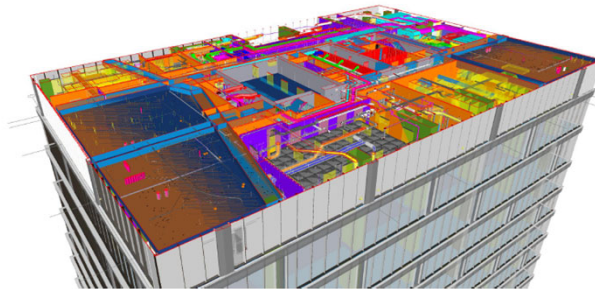
Model

- Create accurate model per contract documents
- Work with design teams to reduce conflicts



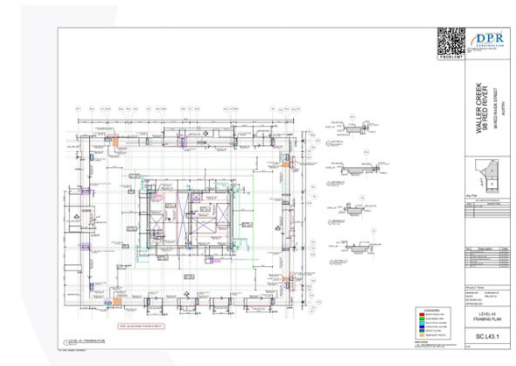
Coordinate

- Through BIM Coordination, help trade partners be aware of design changes & details



Shops

- Create clean & simple drawings to give the field team what's necessary to build quickly & accurately



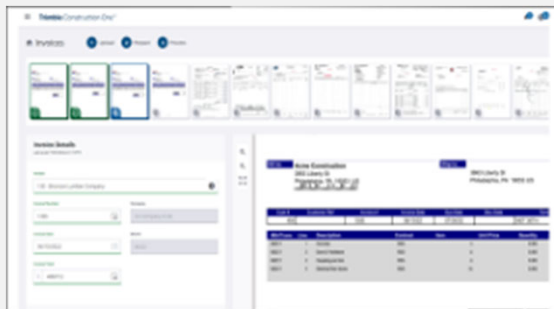
02

Tech Tools Are Plentiful



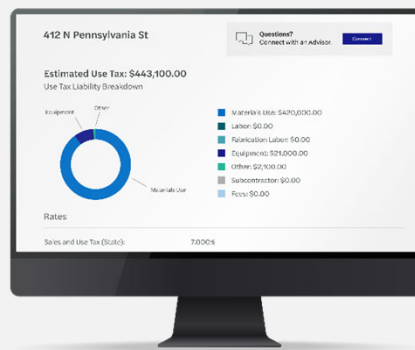
Opportunities for Automation

Invoice Processing



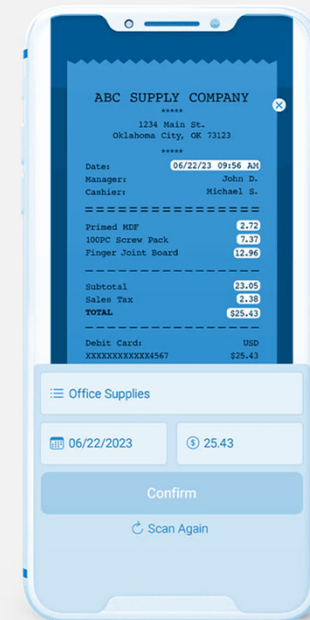
Gain greater visibility & transparency over your business finances through insights on spend

Sales & Use Tax



SALT Explorer™: Empowers multistate contractors with quick & accurate project-specific sales or use tax liability estimates using the latest tax rates

Credit Card Expenses



Reduce the manual work of processing & allocating credit card expenses

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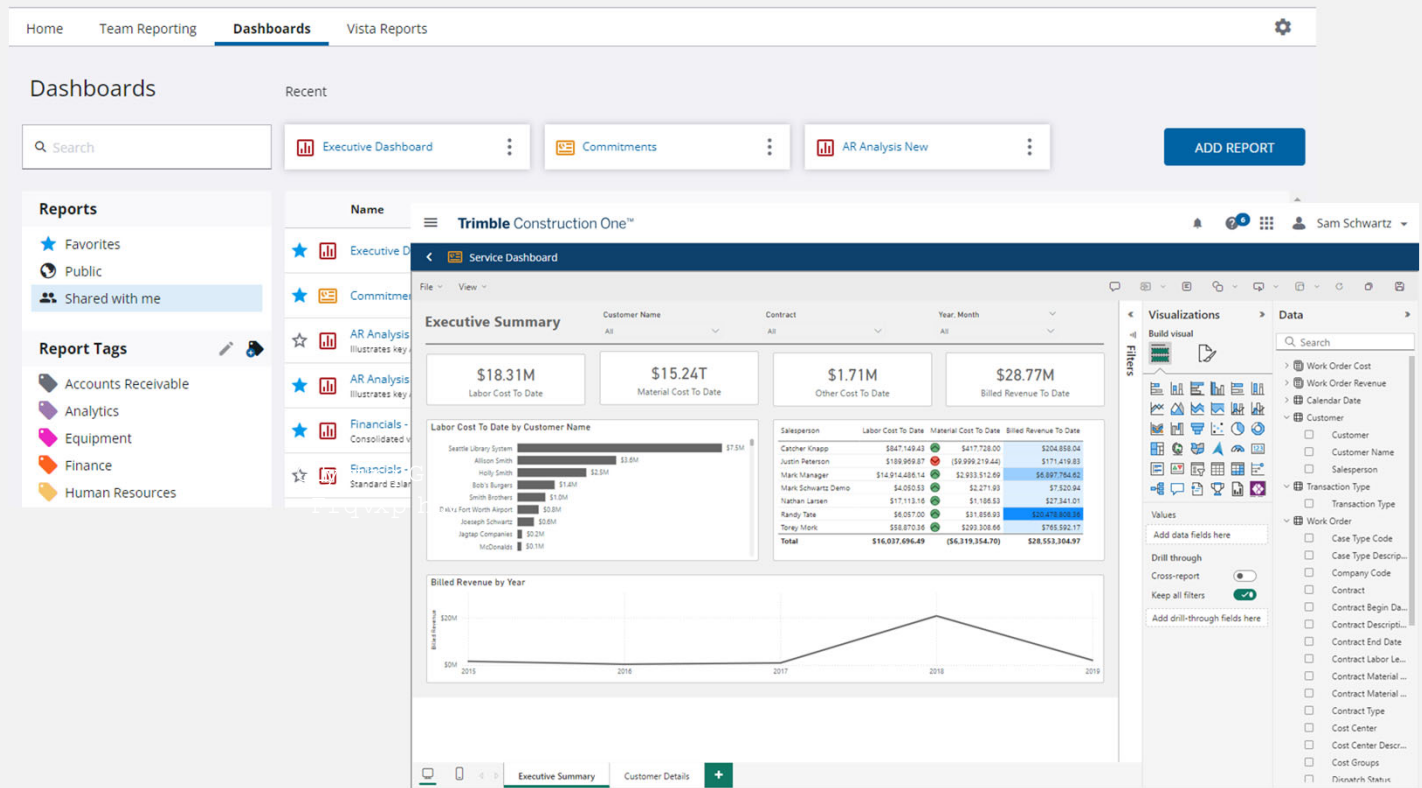
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Opportunities for Automation



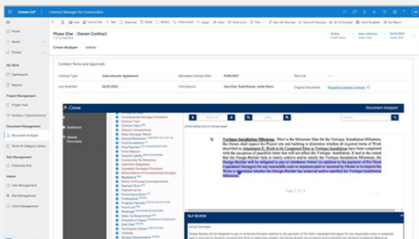
Power BI

- Create custom, interactive Power BI reports
- Device agnostic
- Anywhere, anytime access
- Expanding beyond ERP – data lake
- Permissions & access can be provided – sensitive to user roles



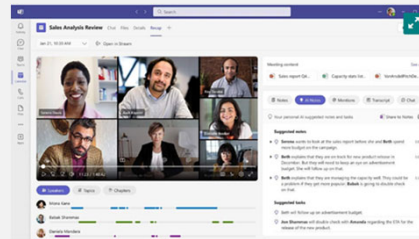
Opportunities for Gen AI

Contract Review



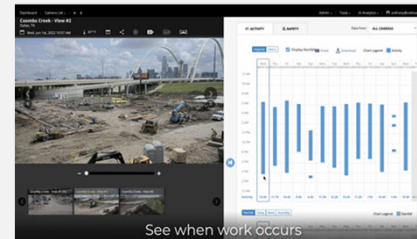
Combines the power of artificial intelligence (AI) & your own expertise to help target & manage risk in the contract review process

Intelligent Meeting Recaps



Extract key information & create actionable items from notes captured

Productivity & Progress Tracking



Trained to identify construction objects, workers, equipment, & movement patterns; the software identifies current jobsite activity to enhance productivity

Safety & Risk Management

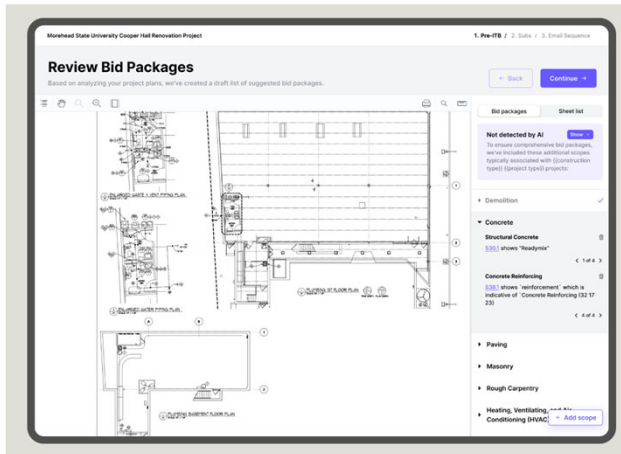


Develop safety plans, identify potential hazards, & recommend safety measures

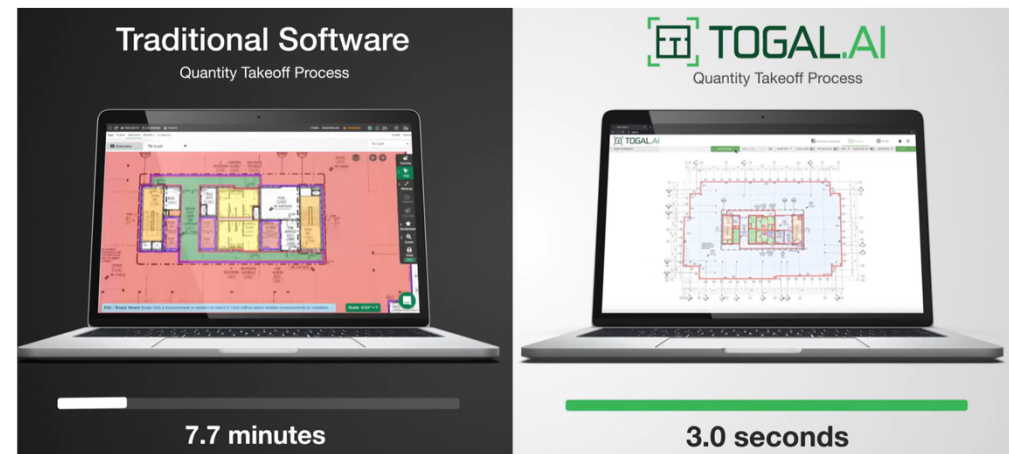
Gen AI for Estimating

Plans to Bid Packages

- **Down to Bid**
 - Extract bid-ready details from construction documents & automatically creates bid packages
- **Togal.AI & Workpack**
 - A complete takeoff software solution with AI-powered tools that help you quickly detect, measure, count, compare, & label project spaces & features



Quantity Takeoff



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Opportunities for Robotics & Autonomous Operations



In-Field Robotics

Robots that handle a particular portion of the work, supported & assisted by field labor



Fabrication

Robotic welding & fabrication – autonomous functions with AI



Autonomous Equipment

Heavy equipment now offers autonomous operation to support project delivery



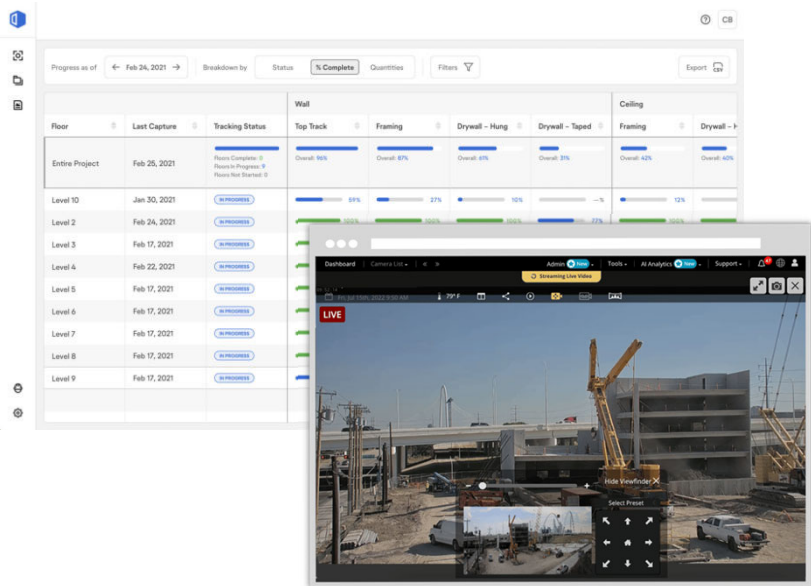
Onsite Robotics With AI Support

Drones & other onsite robots are now being used onsite with AI support for a variety of functions

Gen AI for Jobsite Review

A Visual Record

- **OpenSpace.ai**
 - Analysis of millions of job site images to determine how a project is progressing
 - It then presents its findings visually in the form of a heatmap overlay on a site plan to show how a room or building is changing as it comes together

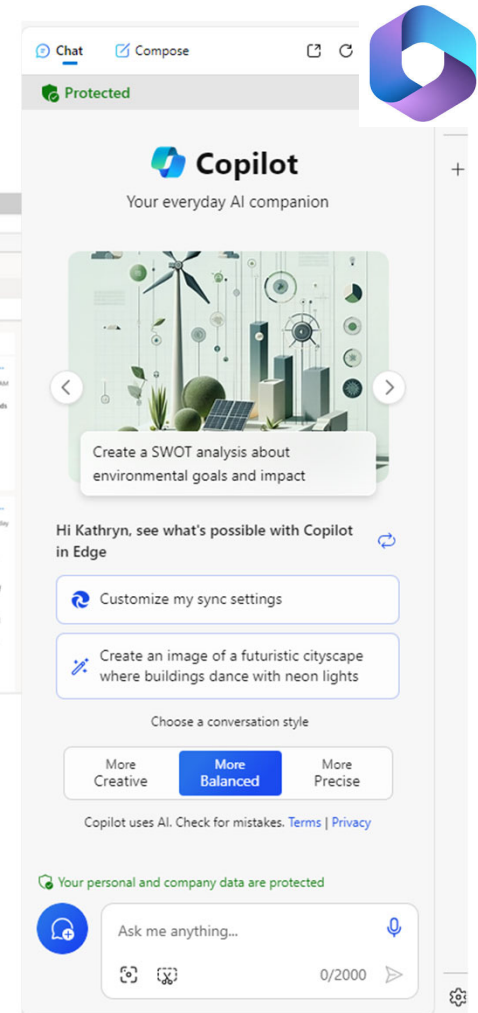
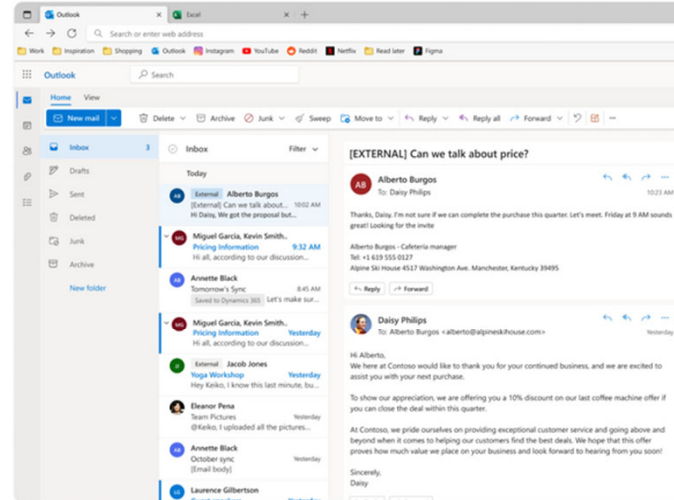


[Click to play video](#)

Gen AI in Microsoft 365

Microsoft Copilot

- **Copilot in Word**
 - Write, edit, summarize, & create content in Word
- **Copilot in PowerPoint**
 - Transform existing written documents into decks complete with speaker notes & sources
- **Copilot in Excel**
 - Query your data set in natural language, not just formulas
 - Reveal correlations, propose what-if scenarios, & suggest new formulas based on your questions
 - Generate models based on questions
 - Identify trends, create visualizations, or ask for recommendations
- **Copilot in Teams**
 - Recap conversations, organize key discussion points, & summarize key actions



03

Culture Is the Key



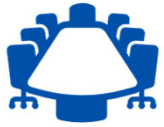
Count me in!

Now, how do I **choose** the right solutions for me & adopt them in a way that delivers **value**?



Investment Considerations

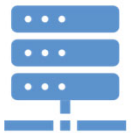
Making Technology Work for You



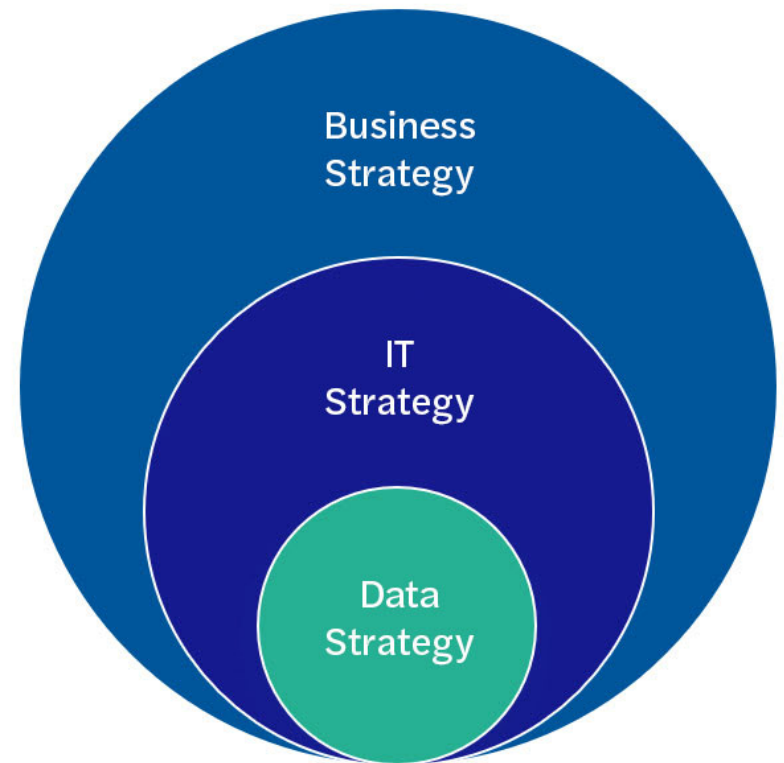
Business Strategy: Guides the direction & actions of a company to support sustainable growth & success in the market



IT Strategy: Guides the integration of technology & IT resources with broader company strategy to enhance productivity, competitiveness, & efficiency



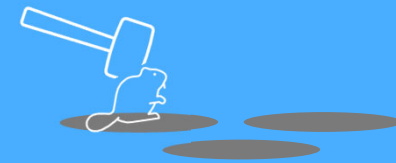
Data Strategy: Guides how data will be collected, stored, governed, & used, enabling data to support decision making & drive value across the organization





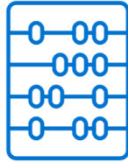
“Our current strategy I would describe as **whack-a-mole**. Teams or departments come in with requests & we drop down money to try to address the issue & then we move on to the next hot-button item with no follow-up from issue to issue.”

— Houston GC Executive



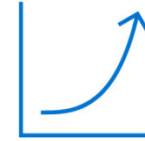
Selecting the Right Tech Is Key to Engagement & Adoption

1 Align Technology With Business Objectives



Check that technology initiatives directly support & enhance **key drivers of organizational success**

2 Identify & Address Performance Constraints Across the Organization



Assess & address any **limiting factors** that currently impact optimal business performance

By aligning technology investments with business success drivers & reducing limiting factors, construction firms bring investments that add value to the organization.

Align Technology Investments With Business Goals

Summary



Understand Your Business Strategy & Priorities

Clearly define your construction company's overarching business goals, objectives, & challenges to ensure technology investments directly support them



Conduct a Technology Needs Assessment

Review your current technology landscape, identify gaps, & determine the specific capabilities required to achieve your business goals



Prioritize Technology Investments

Evaluate & prioritize technology initiatives based on their ability to deliver the greatest impact on enhancing success drivers & reducing limiting factors—all of which can drive business value




Align KPIs & Metrics

Establish key performance indicators (KPIs) & measurable success criteria to track the effectiveness of your technology investments & their alignment with business goals

By closely aligning your technology investments with your construction company's overall business strategy & priorities, you can help your technology initiatives deliver value & impact to your organization.

Client Success






“By focusing on technology initiatives that elevate our business success drivers & reduce our limiting factors, we have been able to adopt solutions that really add value to our business ...”

— CFO | National Concrete Company






“For us, innovation is about helping people—our employees, partners, & clients—make progress in their lives by unlocking their potential to do purposeful & fulfilling work.”

— VP | Global Construction Company





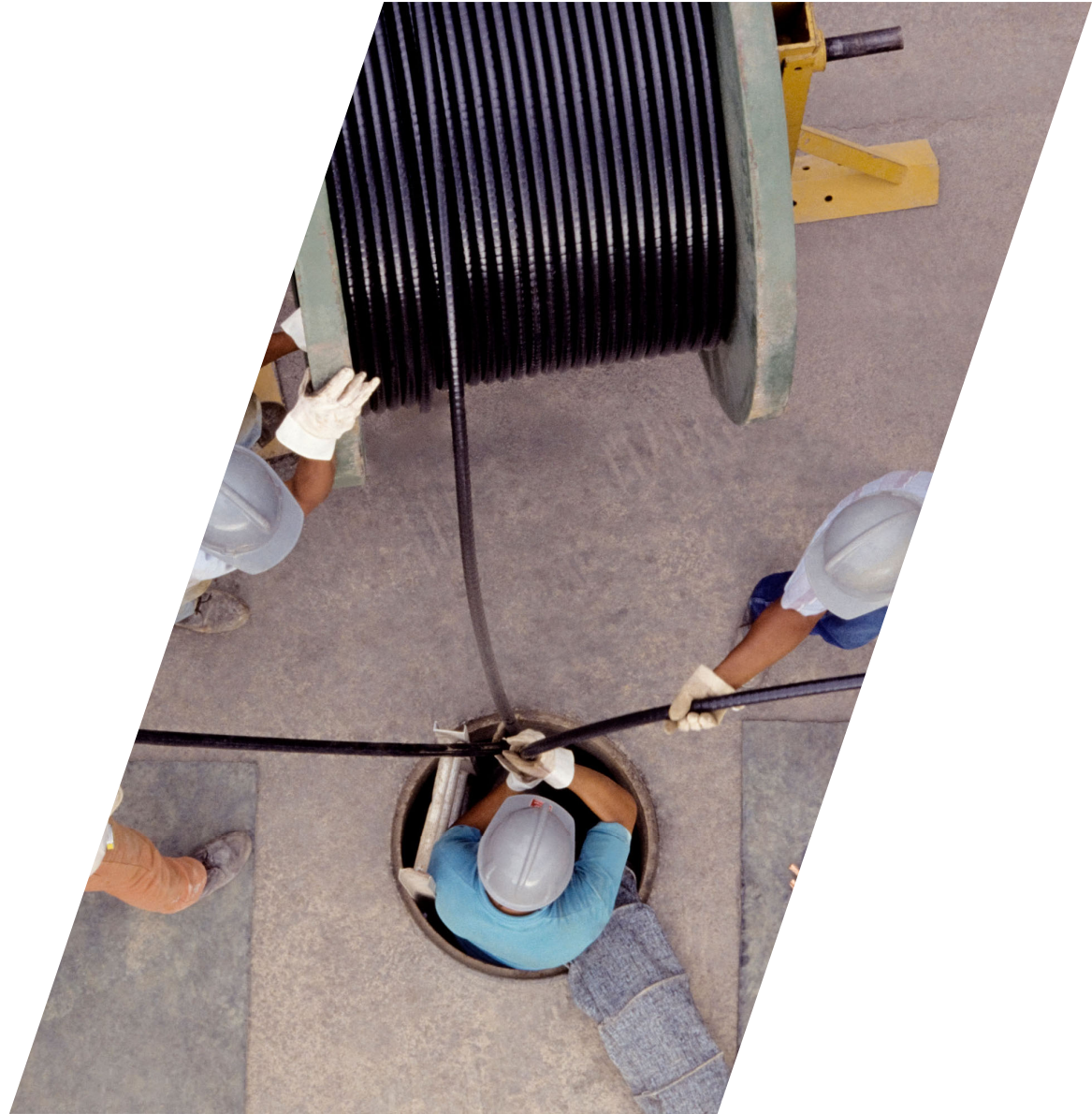
“We created a solution that will revolutionize the installation of renewable energy facilities worldwide by providing a safer, faster, repeatable, & more cost-effective means of deploying solar installations in remote locations.”

— Senior VP | Large Employee-Owned Electrical Contractor



04

Strategies That Foster Innovation



Get Out of the Office & Into the Field

- Experience Job Sites: **Visit job sites** to gain a deeper understanding of operations
- **Onsite = Insight:** Uncover inefficiencies; onsite visits reveal inefficiencies & opportunities to streamline processes
- **Listen to understand:** Educate & engage

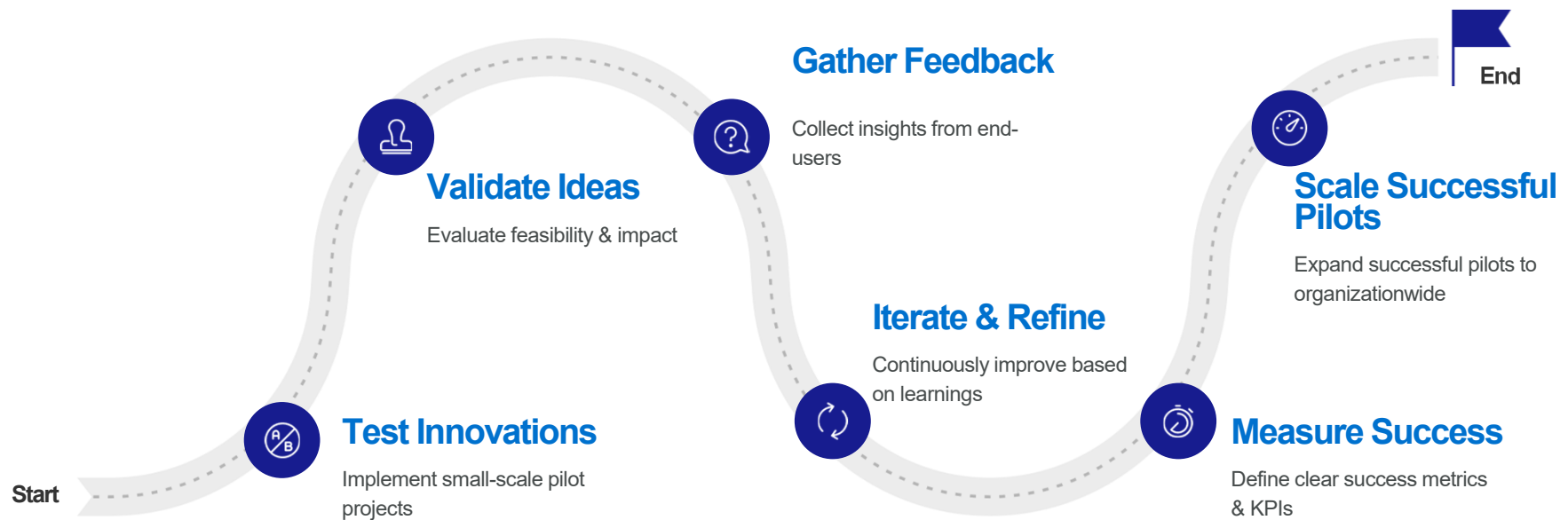


Building a Tech-Driven Culture From the Bottom Up ...

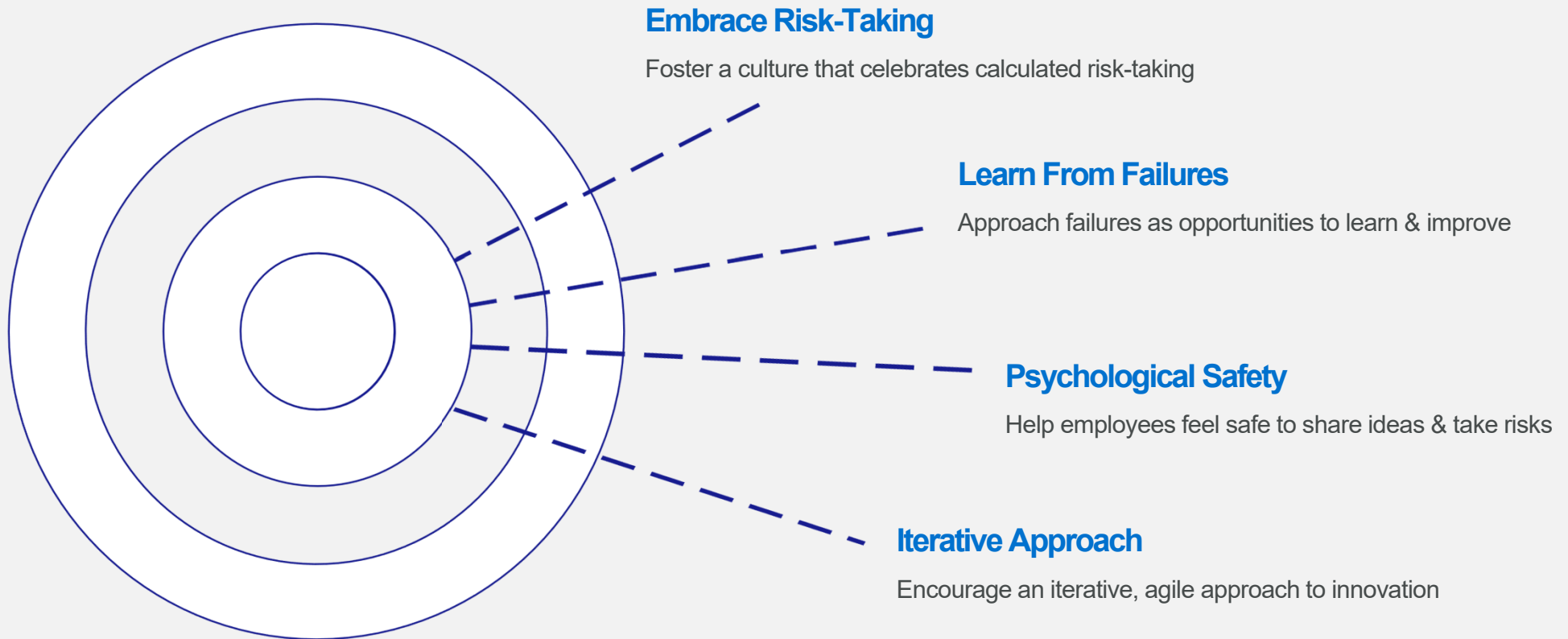
Starts at the Top

- Start With the Field
- Ask & Listen
- Empower Ideas
- Expand the Vision
- Pilot & Iterate
- Invest in Training
- Respond to Feedback
- Recognize & Reward

Best Practice: Leverage Pilot Programs



Encouraging Innovation & Experimentation



Recognizing & Rewarding Innovation



**Spotlight Innovation
Champions**



**Establish Innovation
Awards**



**Provide Meaningful
Incentives**



Share Success Stories

Four Common Hurdles in Tech Adoption



Status
Quo



Fear of
Change



Productivity
Dip



Lack of
Support

Challenge 1: Status Quo



Comfort With Familiar Processes

Employees are accustomed to the existing systems & workflows, creating a sense of security & resistance to change. First thoughts: “What's in it for me?” or “I designed this process.”



Perceived Risks of New Technology

Concerns about the reliability, compatibility, & learning curve associated with adopting new technology. What's the impact to my job & my time?



Lack of Perceived Benefits

Employees may not see the immediate value or advantages of the new technology, leading to a reluctance to embrace it. New tools could highlight ineffective workflows & integration issues with existing systems.

Overcoming the status quo mentality requires effective communication, sharing the “why,” highlighting the benefits, & providing a clear roadmap for the transition to the new technology.

Challenge 2: Fear of Change



Resistance to Disruption

Employees may be reluctant to adopt new technologies that disrupt their established workflows & routines.



Lack of Tech-Savviness

Some employees may lack confidence in their ability to learn & use new technologies, leading to hesitation.



Uncertainty About Benefits

Employees may not see the clear benefits of the new technology, making them skeptical about the change.



Concerns About Job Security

Employees may worry that the new technology will make their roles obsolete, leading to fear & resistance.

Overcoming fear of change requires effective listening, top-down communication, sharing the “why,” highlighting organization benefits, & addressing uncertainty with the new tech.

Challenge 3: Lack of Support



Inadequate Training

Employees lack the necessary skills & knowledge to effectively use new technologies, leading to frustration & resistance.



Insufficient Resources

Lack of access to support materials, technical documentation, & troubleshooting assistance during the transition.



Lack of Guidance

Insufficient leadership, communication, & clear direction on the benefits & expectations of the technology adoption process.

Overcoming the “lack of support” cultural hurdle requires organizations to prioritize comprehensive training, additional resources, & clear guidance to employees throughout the transition process.

Challenge 4: Productivity Dip



Temporary Decline in Productivity

During the transition period, employees may experience a temporary dip in productivity as they adapt to new technologies & processes.



Concerns About Business Impact

The temporary productivity dip can lead to concerns about the overall impact on business performance & profitability.



Importance of Proper Planning

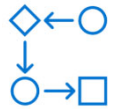
Effective planning & change management strategies can help reduce the productivity dip & support a smooth transition.

Overcoming the “productivity dip” hurdle requires organizations to double down on training, review integration & workflow concerns, & continue to share the “why” of the tech investment.

Cultivating Innovation

Building an Innovation Team

Key Benefits



Increase Efficiency & Productivity



Gain a Competitive Advantage



Reduce Costs & Increase Profitability



Manage Risks



Cultivating Innovation

Building an Innovation Team



Key Considerations

Dedicated Resources: Allocate budget, personnel, & time for innovation

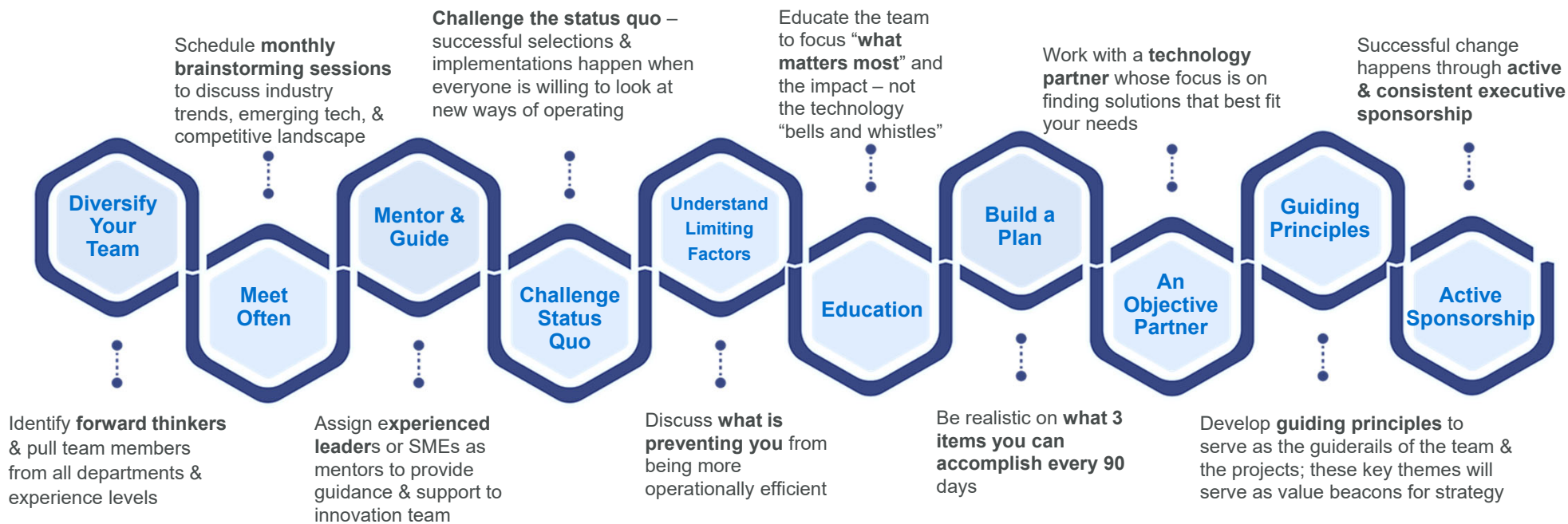
Cross-Functional Collaboration: Include representatives from various departments

Focus on Practical Solutions: Prioritize innovations that deliver tangible value

Continuous Learning: Encourage ongoing learning & upskilling

Cultivating Innovation

Innovation Team Best Practices



Key Takeaways

Building a Tech-Driven Culture

1 Why Culture Matters

- Culture is the foundation for successful tech adoption
- A strong culture drives employee engagement, fueling innovation & performance
- Culture influences how teams respond to change

2 Tech Tools Are Plentiful

- There is no shortage of technology: automation, integrations, & platforms are already available at your fingertips
- The key is aligning tools with business & user goals
- Without the right culture, even the “best” tools will fail to deliver

3 Culture Is the Key

- Culture is the differentiator between companies that adopt tech successfully & those that fail
- A tech-driven culture needs leadership, clear communication, & constant reinforcement to excel
- Building a culture of innovation creates space for experimentation, feedback, & learning

4 Strategies That Foster Innovation

- Establish an internal innovation team to champion new ideas
- Launch a pilot program to capture valuable feedback & necessary changes
- Leverage feedback to engage audiences & tailor strategies to your business needs

Q&A



Construction
Technology
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Questions?

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