



# Driving greater project returns

EBOOK

How decision makers can maximize their organization's financial success



# The objective: Financial success

Engineering and construction projects are complex by nature. They are large in scope, rarely contained within a single fiscal year and capable of sending financial ripple effects throughout an organization. For contractors, EPCs and service firms, margins are narrow. For owners, missteps in cost or schedule can undermine the entire business case for a project.

The goal of virtually any project-driven organization is to sustain — and grow — profitability over time. Even where profit isn't the primary objective, as in the public sector, healthy cash flow remains critical to operations.

Financial success depends on making the right decisions at the right time. But doing that consistently and repeatedly is harder than it sounds. Business leaders often lack timely, trustworthy project data. Systems are outdated or siloed. Information arrives too late. Confidence in the numbers is low. And when visibility is limited, strategic decisions suffer... and so do margins.





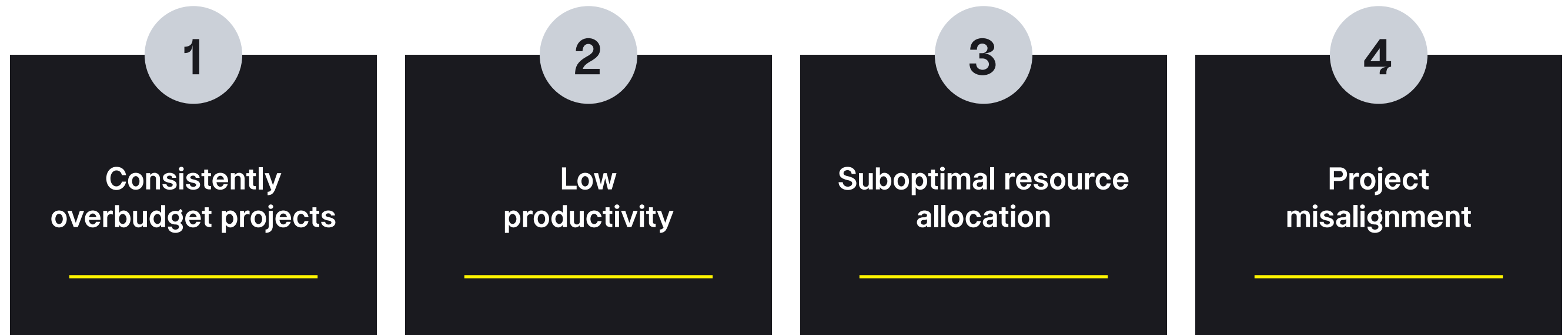
## Here's the plan

This eBook examines the financial challenges project-driven organizations commonly face and how they affect project performance. It then outlines how business leaders can address each challenge by driving digital transformation — replacing slow, manual processes with connected, automated systems that provide a complete view of the project lifecycle.

With that visibility, executives [stay informed](#), make better decisions and position their organizations for consistent financial success.

# The financial challenges of project-driven organizations

Four challenges consistently affect project-driven businesses:



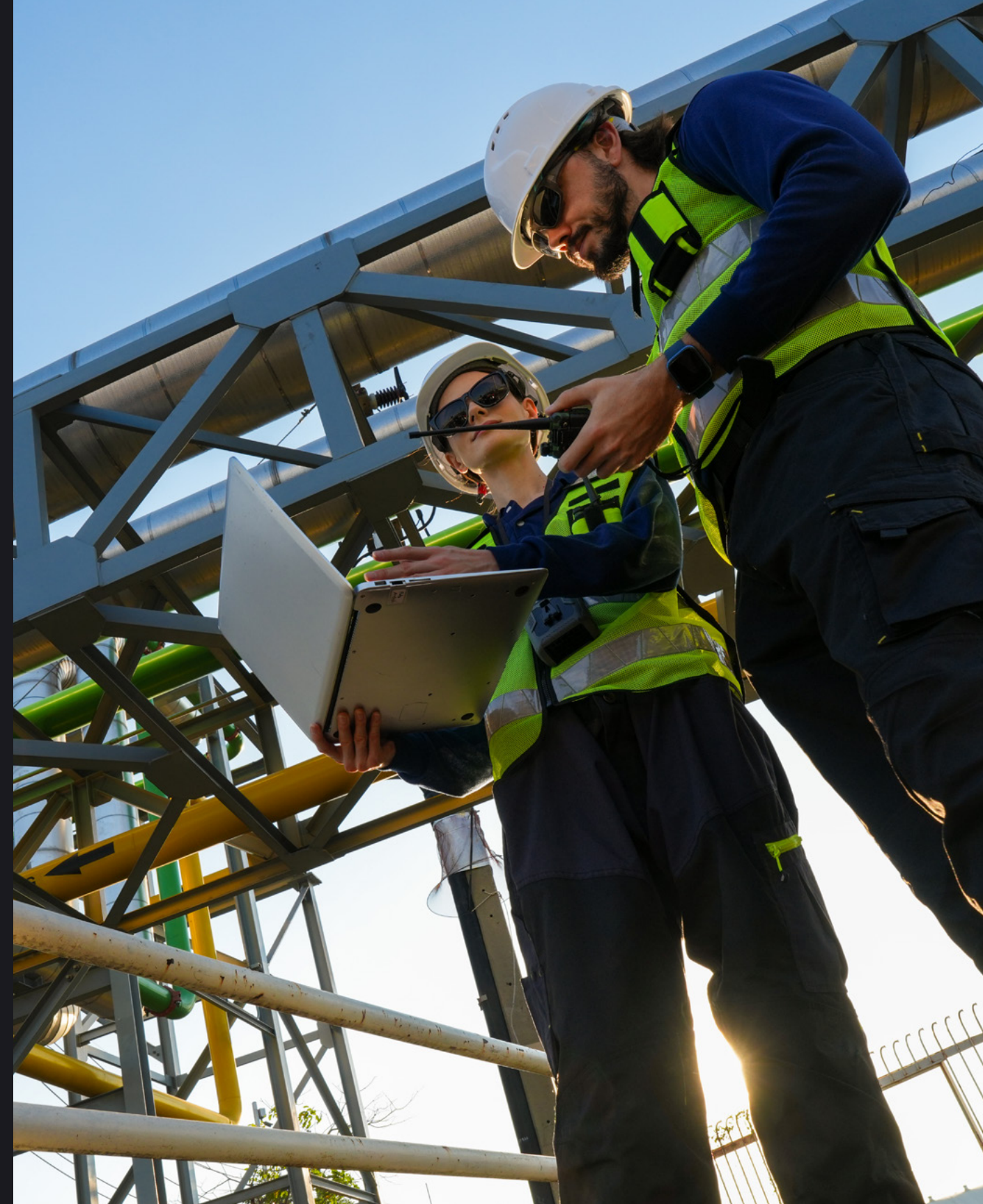
Each can be traced back to the same root cause: problems with project data or a lack of standardized processes. The result is limited visibility, misinformation and decision-making that's always one step behind.

## Challenge 1

# Consistently overbudget projects

Cost overruns are one of the most persistent challenges in project-driven organizations — and the cause often comes down to misaligned cost and progress data.

Project teams build forecasts from productivity rates and cost data to manage budgets and protect ROI. But when those data points are out of sync, forecasts become unreliable. And decisions made on faulty or delayed information leave teams without the lead time needed to course-correct. By the time the problem is visible, the opportunity to act on it has already passed.



## Challenge 2

# Suboptimal resource allocation

Over- or under-utilization of resources is another common financial drain. Organizations that struggle to get an accurate picture of cost and progress data face the same problem with resources — where they are, what they're doing and what gaps exist at any given time.

The goal is to balance project demand against resource availability. But without accurate data, reliable forecasts and strong change management processes, resources don't always end up where they create the most value. Delays follow, costs rise and capital isn't always directed to the highest-priority work.



### Challenge 3

# Low productivity

Low productivity in project-driven environments rarely comes down to effort. It comes down to how time is spent. When project managers and cost controllers spend their days manually compiling and relaying data, the higher-value work — analyzing trends, refining forecasts, identifying root causes — gets crowded out. That proactive work is what drives better cost control and stronger returns. Without it, financial performance suffers.



## Challenge 4

# Project misalignment

Project misalignment happens when an organization pursues work that doesn't adequately support its business goals. The project gets done, but the ROI isn't there.

Two problems drive this. The first is an inability to select the right projects. Most organizations haven't established scoring frameworks that prioritize projects based on strategic alignment, which means they can't consistently identify and pursue the work most likely to deliver strong returns. The second is an [inability to pivot](#) quickly. Conditions change. Projects that once made sense may no longer be the best use of capital, but without visibility into the full portfolio, organizations struggle to identify when resources would be better directed elsewhere. The result is friction, missed opportunities and capital that isn't working as hard as it should be.





# Finding a solution

The common thread running through each of these challenges is the same: project data living in disconnected systems. When tools don't talk to each other, data fractures. Forecasts become unreliable. Miscommunication spreads. And executives make decisions without a complete picture.

The answer is to bring all key project data together in one place, automatically, across the enterprise, so every stakeholder has access to the same accurate, current information.

That's the foundation of [Enterprise Project Performance](#) (EPP).

EPP is both a mindset and a method. It gives executives complete visibility across the full project lifecycle by connecting project portfolio management, project management and project controls in one configurable platform. Octave Sequence Enterprise (formerly EcoSys) delivers these capabilities in a flexible environment that scales across projects of any size and complexity.

# Project benefits and best practices with EPP



## Improved data accuracy

More accurate data means more accurate, timely forecasts — giving decision makers the information they need while there's still time to act on it.



## Project scoring and tracking

Build a portfolio around the work that best supports organizational goals. An EPP system gives you the framework to evaluate, score and prioritize projects based on strategic fit.



## Consolidation of project data

One platform. One source of truth. Just as an ERP system governs financial data in a single definitive location, an EPP solution does the same for project data — eliminating silos and the confusion that comes with them.



## Richer data environment

Connecting more data points — project dates, size, complexity, costs and full project history — supports stronger resource planning and management, reducing cost overruns over time.



## Automated reporting

Free project professionals from manual data gathering so they can focus on higher-value analysis. Project data stays current and accessible to all stakeholders without extra effort.

# The positive impact of EPP

## Reduction in project cost overruns

Improved data accuracy leads to better cost management and forecasting, giving business leaders a clearer picture of the final project budget. A richer data environment makes resources easier to locate and reallocate across projects — reducing execution time and keeping project costs in check.

## Increase in productivity for all employees

Automated reporting frees teams from manual data gathering, giving them more time to focus on higher-value work. More projects can be managed within a given period without adding headcount. And because all stakeholders have role-based access to project data directly within the platform, fewer status meetings are needed to relay project information — freeing up time that gets redirected to more productive work.

## Leaders choose more profitable projects

EPP gives executives a portfolio-wide view that makes it straightforward to compare past and current projects, identify what's working and redirect capital toward more advantageous efforts as conditions change. Sequence Enterprise's scoring and tracking capabilities help executives pursue projects that better align with organizational goals.

[Learn more: Download the infographic →](#)



# The road ahead

The path to stronger financial performance starts with better project data. Bringing all project information into one connected EPP system gives organizations the visibility and forecast accuracy executives need to make the right calls — consistently, not just occasionally. The organizations that get there are the ones whose leaders are willing to move away from the status quo and invest in the efficiency, predictability and control that comes with it.

## Ready to drive greater returns?

Explore how consistent project success with Sequence Enterprise can deliver positive business outcomes across your organization.

[Learn more](#)

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**About Octave**

Octave is a leader in enterprise software, turning data into decisive action and intelligence into your edge. Our software solves for and simplifies complexity, from the design and build to operations and protection of people, property, and assets— for any scope, at any scale. For decades, we’ve partnered with customers to sharpen performance, elevate efficiency, and amplify results. From factory floors to entire cities, our solutions are tuned to scale up what’s possible from day one onward.

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