CASE STUDY

Transforming rapid expansion into enterprise-wide control and predictability with Octave Sequence Enterprise

Key facts:

Company: Diversified specialty contractor

Industry: Construction – EPC

Region: North America

Octave products used: Sequence Enterprise *(EcoSys)*

A large North American specialty contractor operating across energy, utilities, renewables, industrial services and heavy civil construction experienced sustained growth over several years. As the organization expanded into new markets and project types, it adopted a decentralized operating model composed of semi-autonomous business units.

While this structure supported flexibility and responsiveness, it also increased complexity in how project costs, labor and performance were managed across the enterprise. Leadership recognized that existing tools and processes could no longer support the organization's scale or pace of operations, prompting a shift toward a more standardized, enterprisewide approach.

To address these challenges, the organization implemented Octave's Enterprise Project Performance (EPP) solution, Sequence Enterprise, using it to support a shift beyond individual project outcomes and better align portfolio, project and contract management with enterprisewide business objectives.

The growth dilemma

Rapid expansion exposed limitations in the contractor's project controls. Individual business units relied on locally developed spreadsheets and tools that worked in isolation but created fragmentation at the

enterprise level. Inconsistent data definitions and reporting practices reduced transparency and hindered proactive performance management.

Key challenges included:

- Fragmented, spreadsheet-driven cost and progress tracking
- Inconsistent reporting standards across business units
- Limited visibility into labor productivity, the largest cost driver
- Difficulty comparing performance across projects and markets
- Reactive decision-making driven by delayed or incomplete data

These challenges highlighted the need for a unified platform that could standardize practices while remaining flexible enough to support diverse execution models.

Key benefits:

- Double-digit labor productivity improvements across multiple business units through standardized earned value and progress tracking
- Real-time visibility into costs and performance, enabling proactive migration of deviations and stronger decision-making
- Enterprise-wide standardization that supports diverse business unit needs while improving efficiency, collaboration and adoption

Setting the vision

As growth continued, leadership recognized that long-term success required more than expansion – it required control, visibility and repeatable processes. The Sequence Enterprise initiative was launched to establish a common framework for cost management and performance tracking across the enterprise.

The vision centered on replacing fragmented tools with a single source of truth capable of delivering accurate, real-time insight. By standardizing labor tracking and directly linking physical progress to earned value, the contractor aimed to shift from reactive reporting to proactive project management. The contractor also required a platform that could scale seamlessly alongside its expanding portfolio and evolving execution models.

Core objectives:

- Enterprise-wide standardization of cost and performance management
- Improved data accuracy and consistency across business units
- Earlier identification of cost and productivity risks
- Configurable workflows to support diverse project types
- A scalable platform to support continued growth

Why Sequence Enterprise

After evaluating multiple solutions, the contractor selected Sequence Enterprise for its ability to balance enterprise-level standardization with flexibility at the project and business-unit level. Leadership needed a platform that could enforce consistent cost and performance frameworks while accommodating differences across markets such as civil infrastructure, utilities and renewable energy.

Sequence Enterprise offered:

- Configurable modules adaptable to different execution models
- Robust earned value, progress and forecasting capabilities
- Seamless integration with existing financial systems
- A common enterprise framework for portfolio level visibility
- Scalability to support long-term growth

These capabilities enabled the contractor to establish a consistent enterprise foundation while preserving the flexibility required to execute across diverse markets and project types.

Implementation and progress transformation

The contractor adopted a phased implementation approach focused on standardizing processes while building trust and adoption across business units. Early efforts aligned cost structures, reporting cadences and data definitions, with pilot projects used to validate configuration and demonstrate value prior to broader rollout. Throughout the process, the organization's close collaboration with Octave's support team ensured Sequence Enterprise was tailored to diverse project environments and supported by clear governance for data quality and reporting.

A central focus of the rollout was transforming how progress and forecasting were managed. By standardizing progress measurement and linking it directly to earned value, project teams shifted from manpower-based planning to performance-driven forecasting grounded in real-time data.

Key elements of the transformation included:

- Pilot-led rollout to refine configuration and accelerate adoption
- Standardized progress tracking linked to earned value
- Forecasting based on performance trends rather than assumptions
- Configurable progress frameworks to support different project types
- Governance structures to ensure consistent data and reporting

This approach enabled earlier identification of productivity and cost risks while establishing a repeatable, enterprise-wide model for proactive project management.

The impact

With Sequence Enterprise in place, the contractor transformed how projects were managed, delivering measurable performance improvements and meaningful cultural change.

Key outcomes included:

- Double-digit labor productivity improvements across multiple business units
- Increased forecast accuracy and confidence in projected outcomes
- Real-time visibility into budgets, committed costs and performance
- Consistent reporting enabling enterprise benchmarking and oversight
- Stronger alignment between project teams and leadership

As a result, the organization strengthened enterprise decision-making — operating with greater speed, confidence and control across its project portfolio, supported by Sequence Enterprise.

The road forward

The contractor's journey with Sequence Enterprise demonstrates how rapid growth can be transformed into sustainable success through the right combination of technology, process and partnership. By replacing fragmented tools with a standardized enterprise platform, the organization gained greater control and visibility across its portfolio while preserving the flexibility needed to support diverse projects and execution models.

Looking ahead, the organization is focused on extending the value of Sequence Enterprise by expanding mobile adoption to capture field progress in real time, enhancing automation and system integrations and leveraging enterprise data for deeper analytics and benchmarking. With Sequence Enterprise as the foundation and Octave as a long-term partner, the organization is well-positioned to continue scaling efficiently while maintaining discipline, transparency and performance excellence.

Ready to drive consistent, enterprise-wide success?

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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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