

## City Building (Glasgow) Creates Solid Foundation with Advanced Business Intelligence



City Building (Glasgow) LLP  
Glasgow, Scotland  
[www.citybuildingglasgow.co.uk](http://www.citybuildingglasgow.co.uk)

**Industry:**

Engineering & Construction

**Annual Revenue:**

US\$400 million

**Employees:**

2,200

**Oracle Products & Services:**

Oracle Business Intelligence Suite  
Enterprise Edition Plus

**Oracle Partner:**

Eclectic  
[www.eclectic.co.uk](http://www.eclectic.co.uk)

*“Oracle enables us to integrate real-time intelligence with our business processes and empower people at all levels to work smarter to meet our corporate objectives and social responsibilities.” – Willie Docherty, Managing Director, City Building (Glasgow) LLP*

Formed in 2006 through a limited liability partnership with the Glasgow City Council’s Building Services Department, City Building (Glasgow) LLP, grew quickly to become one of the largest construction firms in Scotland. The company—which today has 2,200 staff members, including 125 people with disabilities—has a strong community development policy and recruits as many people as possible from disadvantaged social backgrounds.

As the company grew, so did its need for improved business intelligence capabilities. To help City Building deliver on its mission to provide excellence, the company needed to make critical intelligence available to employees when and where they needed it.

“We wanted to give employees hands-on access to information relevant to their daily tasks to enable them to monitor performance and track trends,” said Jim Nelson, senior corporate business analyst for City Building (Glasgow) LLP. “Devolving intelligence would provide our people with analytics, proactive alerts, and feedback mechanisms. It would also empower them to measure their own performance against corporate expectations.”

Today, City Building is transforming its data assets into knowledge with advanced business intelligence capabilities from Oracle.

Using Oracle Business Intelligence Suite Enterprise Edition Plus, City Building, an expanding business that trains 850 new building and manufacturing apprentices each year, is beginning to exploit

**Key Benefits:**

- Gained comprehensive analysis and reporting from a single tool
- Benefited from top-quadrant functionality that rivals pure-play vendors
- Integrated intelligence with business processes
- Empowered users at all levels with hands-on access to data
- Devolved day-to-day decision making to the front line
- Built unified enterprise-wide suite of reporting tools
- Created management dashboards to report on key performance indicators (KPI)
- Benefited from intuitive functionality to reduce IT support
- Leveraged combined skills of all employees to drive growth

the benefits of pervasive business intelligence by delivering the right information to the right people. Oracle's full range of analytics and reporting capabilities help identify and drive new best practices from the bottom up as well as the top down, leveraging the combined skills of all employees to drive profitable growth in a challenging business environment. City Building is confident of generating a return on its investment in Oracle Business Intelligence Suite Enterprise Edition Plus within 12 months of go-live.

Oracle Business Intelligence Suite Enterprise Edition Plus replaced several custom-developed, standalone tools available to a limited number of financial users. Previously, the company exported analyst-generated data into spreadsheets that each department managed, resulting in multiple versions of information that were often inaccurate and out of date. City Building needed a comprehensive, unified reporting tool that could deliver intelligence to staff across the organization.

**Embedding Intelligence**

City Building has been quick to realize benefits from Oracle Business Intelligence Suite Enterprise Edition Plus. Finance teams have streamlined profit-and-loss accounting and can analyze data on salaries and staff productivity levels. The company has integrated 20 standard management reports, created using Oracle Discoverer, the company's ad hoc analysis tool, into Oracle Business Intelligence Suite. Daily dashboards highlighting income versus expenditure, performance against service level agreements (SLAs), and budget updates provide managers with near-real time intelligence on key corporate performance indicators. Executives can drill down to extract information they need on a variety of diverse topics, such as the cost of construction materials, success of new apprentice programs, or progress toward meeting the company's social inclusion targets.

**Front-Line Decision Making**

City Building is extending its Oracle Business Intelligence Suite implementation to manage performance in other parts of the organization, such as the call center, which receives 800,000 calls annually relating to the 500,000 building repairs the company manages annually. Within two years of go-live, approximately

1,400 staff in all parts of the business will use Oracle's browser-based suite of tools to monitor key metrics, share knowledge seamlessly, and help drive City Building's growth in a challenging commercial environment.

"Oracle Business Intelligence Suite Enterprise Edition Plus has given us a unified reporting infrastructure for measuring progress against strategic goals while devolving decision-making to the front line," Nelson said. "Users have been quick to adapt, and our key challenge will be to manage their expectations by delivering new functionality fast enough."

### **Lower IT Support Costs**

Reduced reliance on the IT team has helped to cut back office costs for City Building.

"Oracle's Web-based model means we can give new users secure, role-based desktop access without installing software on each PC," said Angela Murphy, information communications technology manager, City Building (Glasgow) LLP. "Its intuitive interface means that users with no technical knowledge can extract and interrogate data, without assistance from the IT staff."

### **Building Glasgow's Future**

Pervasive business intelligence is also set to transform budgeting and forecasting for City Building. As a leading employer who embraces a unique social inclusion ethos, City Building is committed to playing a major role in the regeneration of underprivileged urban areas by providing local employment opportunities in the building of new homes and schools. The company is also participating in the development of the infrastructure for the 2014 Commonwealth Games being hosted by Glasgow. City Building's expanded business intelligence capabilities will facilitate information-led planning and project management that helps build on its success to date and ensures timely completion of all projects undertaken while optimizing profit margins. At the same time, City Building will be providing significant employment opportunities that will help it achieve its goals for social inclusion.

### **Investing in Excellence**

City Building views Oracle Business Intelligence Suite as a key-enabling tool that is helping to underpin its future success as it

expands into other parts of Scotland.

“Oracle provides a sound foundation for end-to-end business management while investing in world-class technology to drive the business forward,” Nelson said. “Oracle’s advanced business intelligence tools will help us deliver projects on time and on budget. This will help us live up to our mission statement of “Excellence is our contribution.”

### Why Oracle?

City Building chose Oracle Business Intelligence Suite Enterprise Edition Plus for its comprehensive functionality that ranks alongside that of the top pure-play vendors and works with heterogeneous information sources. Its ease of use and ability to extract data from multiple sources without the need to build a data warehouse enabled staff to begin using it immediately after implementation.

Existing supplier and Oracle Certified Advantage Partner Eclectic, a division of Maxima Holdings plc, recommended Oracle Business Intelligence Suite Enterprise Edition Plus to City Building.

“Eclectic demonstrated several leading quadrant business intelligence solutions to us,” Murphy said. “Oracle scored highly against our all our requirements, and independent analysts ranked it in the top quadrant.”

City Building has signed up for a Universal License Agreement with Oracle for Oracle Business Intelligence Suite and its underlying Oracle Database and Oracle Application Server. This approach offers the company a simplified, flexible licensing structure and avoids the need to monitor license use during a period of fast-paced growth and change.

### Implementation Process

City Building initially rolled out the solution to 100 key decision makers within its 80 business-unit structure. It completed the first phase of the rollout within six months, delivering quick results to City Building’s business.

“Eclectic worked around us and our often complex requirements,” Nelson said. “They understood our vision, created a roadmap for roll-out, and delivered a results-focused implementation that enabled us to generate benefits almost immediately.”

“Eclectic’s Oracle expertise and knowledge of our business helped ensure a trouble-free go live,” Murphy added. “Their consultants’ close partnership with Oracle gave us direct access to Oracle’s product development teams at every stage.”

The company is now extending the implementation across the company. Site managers, field-based workers, and third-party contractors will eventually be given wireless access, and the company plans to allow clients to view updates on their projects via its secure, self-service, portal-based front end.

*City Building (Glasgow) LLP is one of Scotland’s largest construction companies, employing more than 2,200 skilled employees and providing construction and maintenance solutions to commercial and public sector organizations across the country. The company has a unique social ethos, providing training and employment to a diverse range of people from the communities it serves. City Building also has one of Britain’s largest apprenticeship programs, providing opportunities to groups including the long-term unemployed and single parents, as well as being proud employers of one of the United Kingdom’s largest skilled disabled workforces.*