BearingPoint®

Implenia enters the digital age of building construction

Implenia

Implenia wanted to retire their legacy systems and prepare for the future of the construction industry. BearingPoint supported Implenia to operate through a common, streamlined core and harmonized processes across all entities.

Implenia is the market leader in construction and real estate services in Switzerland. The company also has significant building construction and civil engineering projects in Germany, Austria, France, Sweden, and Norway.

Client business challenges

The construction industry is one of the largest industries globally, but also one that has been slower to adopt digitalization. Many of the world's construction sites still rely on paperwork and a two-dimensional approach. Value chains are often highly fractured, with many misaligned contributors.

Implenia, the largest construction company in Switzerland, was operating with a heterogenous internal setup that prevented it from reacting on time to fast changing market demands. Typical of the industry, they had a lack of synergies across entities, causing low transparency and reduced steering capabilities on several layers, including financial, performance and people. Implenia wanted to retire their legacy systems and processes and become digital in the context of growing market trends like prefabrication and Building Information Modeling (BIM).

BearingPoint's contribution

BearingPoint and Implenia began a joint program for the transformation. The team conducted a series of firmwide workshops across all regions where Implenia operates. Through them, the team carried out the harmonization and standardization of more than 100 processes across internal areas like finance, human resources, procurement as well as core business processes. A customized version of the industry solution RiB iTWO and SAP S4/HANA was selected and integrated to put these changes into effect.

BearingPoint further played a pivotal role in the platform integration, the business change and communication and in Implenia's master data management and data migration.

Client Business Outcomes

By operating through a common, streamlined core and harmonizing processes across all entities, Implenia has successfully laid the foundation for entering the digital age of construction. The company has paved the way for potential innovations like automation, data-driven reporting, and IoT.

With the new organizational alignment, Implenia now has a more precise control and governance over their value chain and has secured its constant growth and profitability.

The new processes have facilitated the transformation that enables Implenia to maintain its market-leading position. By adopting digital initiatives, the company has gained the flexibility that allows it to strengthen collaboration with business partners and develop new business models. The transformation has already been adopted in Switzerland, with other countries where Implenia is active soon to follow.

Contact

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