



## CASE STUDY

Transforming Construction Management



Company Name  
**Fulton Hogan**

Industry  
**Construction Services & Aggregate Supplier**

Location  
**New Zealand**

### FULTON HOGAN:

## INFRASTRUCTURE COMPANY SIMPLIFIES INFORMATION MANAGEMENT AND ACCESS WITH M-FILES

Fulton Hogan builds and maintains infrastructure that improves the quality of life across New Zealand and Australia. Founded in 1933 by Jules Fulton and Bob Hogan, Fulton Hogan is one of the oldest and largest family-owned businesses in New Zealand. It supplies construction products and services across a range of sectors. The company has grown to employ roughly 8,500 people across New Zealand and Australia. The organisation works on infrastructure projects such as roads, bridges, ports and airports for industries like energy, water and communication.

### WHY M-FILES?



CONTROLLING  
INFORMATION



EASE OF INTEGRATION  
WITH OTHER SYSTEMS



FLEXIBLE WORKFLOW AND  
CUSTOMISATION



SECURITY



SINGLE SOURCE OF TRUTH



To serve the rapidly-changing needs of a diverse customer base, Fulton Hogan employees and business partners need data management software that provides ready access to accurate, up-to-date information across hundreds of locations. The company also needs document control technology to protect sensitive data while it manages large infrastructure construction and maintenance operations. The company handles diverse information such as correspondence, contracts, invoices, forms, checklists, procedures, construction drawings, lab results, images, video and contact details - all mapped to complex metadata like individual asset IDs from its financial system.

### **PROBLEM: INFORMATION SPRAWL**

Like most growing companies with a long history of both organic expansion and acquisitions, Fulton Hogan had information sprawl, meaning key corporate and operational information was siloed across multiple businesses in a patchwork of technology systems. Inadequate integration among those repositories had led to duplication and double-handling of records. This was far from ideal for an enterprise with thousands of off-site personnel at infrastructure and maintenance works many miles long.

“When you’re delivering very large construction projects for government clients, it is essential to have robust systems and controls over records, correspondence and process management,” said Marcus Gibson, Group IMS Manager. “Add to that manufacturing the materials to strict client specifications. If you make a change to a procedure or specification, you need to be certain everyone is

“From the first time I saw M-Files, I was blown away. M-Files provides so much functionality and flexibility it was obvious that the platform would be suitable to achieve our content and records management goals as well as help automate our major construction project-management processes.

“Implementing our key construction management processes in M-Files has been a rewarding and enjoyable experience. TEAM IM understood our business and were able to provide solutions to meet our business requirements. The development, roll-out and transition from our historical electronic records and document management system (EDRMS) to M-Files was relatively seamless and we continue to improve the system to ensure our users love it too.

Working with Team IM and leveraging M-Files has been an extremely positive experience, making us more efficient and delivering significant productivity savings.”

### **Jade Brown**

National Records & Systems Manager,  
Construction, Fulton Hogan New Zealand

looking at the most recent version everywhere at the same time.”

Long a laggard in adopting new technologies, the infrastructure sector is embracing new document management systems to handle the growth of information and transfer it between stakeholders.

“The industry is rapidly discovering new technologies to assist the way we work,” said Gibson.

However, adopting a new enterprise content management (ECM) posed a challenge for Fulton Hogan. The reason: construction customers approve up-front the solutions that will handle this task on given projects. When Fulton Hogan wins work, it must deploy given information-management tools in specific parts of its business – and then is effectively locked into those systems for a number of years.

“We have some contracts that run for a decade or longer,” said Gibson. “It makes it hard to swap out across the whole (Fulton Hogan) organisation when you have different contracts with different starting and end points.”

## HANDLING TOUGH STUFF UP FRONT

After hearing proposals from big-name vendors of file management systems from Europe, North America and Asia, an eight-person panel for each of Fulton Hogan's businesses unanimously chose M-Files. "Part of the reason was that the other solutions all did some things well, but didn't do everything," Gibson said. "It's very hard to find a product that fits on major construction projects but also works in a manufacturing or extractive industry as well as the corporate context. In addition, TEAM IM has been a long-standing supplier and partner to Fulton Hogan and proved to be very strategic when it came to building a self-sustaining and self-funding program of work."

To test M-Files, Fulton Hogan asked a major customer to approve its use on a sizable construction project in Auckland. "That was a major turning point, where a key client saw the solution and agreed to go first. The product pretty much sold itself, which helped immensely. We now have 30 major projects running on M-Files, and many more to come," Gibson said.

By handling the toughest challenges smoothly, TEAM IM gave Fulton Hogan confidence that M-Files would work well in the rest of the business. The data management system got another endorsement, albeit unexpectedly, from Fulton Hogan's auditor on its management systems for ISO14001 certification, which shows the company is measuring its environmental impact. "We showed them M-Files, and they said they already use it as well," Gibson said.

## HARMONIZING ACROSS PLATFORMS

With minimal disturbance to existing systems or data, M-Files' intelligent information management gave Fulton Hogan control over its records. That was partly by replacing folder systems with metadata,

which makes documents easy to find no matter what repositories they are in. Staff need only type in, say, "Show me all contracts from this week."

"By having more control, (it) makes us more secure and reduces work and double handling," said Gibson. "It helps give our clients confidence that we've got robust practices for controlling the records that ultimately belong to them. So it reduces a lot of commercial risk around major projects."

M-Files integrates easily with applications like SharePoint and Salesforce, giving Fulton Hogan a single source of truth and eliminating issues with version control. Its workflow automation stands up easily to new processes, providing new opportunities to improve access and data governance throughout the business. "We'll keep finding new ways to use M-Files," says Gibson. Leveraging the expertise of TEAM IM, Fulton Hogan has been able to functionally replace, migrate from and thus successfully decommission several systems, realising significant cost savings in the process. It is not just clients and managers who have become M-Files fans. Fulton Hogan expects to have as many as 1,000 employees using the platform. "A lot of our people were plodding along and suffering in silence and working with the tool that they were given. Now that they have seen M-Files and what it is capable of, there's no way we could go back without having a revolt."

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### Marcus Gibson

Group IMS Manager,  
Fulton Hogan



## NEXT UP: WORKING SMARTER BY REMOVING COMPLEXITY

Making M-Files accessible to mobile workers will be a key focus going forward. Fulton Hogan's site engineers, who solve complex construction problems in the field, work more efficiently because they can copy key data they will need before they head to a work site. With the information securely in a cloud document management solution, the engineers can more easily resolve issues between clients and Fulton Hogan's subcontractors and suppliers.

"It frees the engineer to think about the actual problem they're trying to solve," says Gibson.

Another area of interest is leveraging M-Files as a platform to manage tenders and onsite quality. "What we've built now (with M-Files and M-Connect) works for delivery of construction projects and post-construction retention of records," says Gibson. "There's an opportunity within that pre-contract phase. Our legal and quality teams are very interested."

M-Files also helps simplify information management by reducing the number of business tools that Fulton Hogan must run simultaneously. "When any other system comes to the end of life, we've got the option to say, 'Let's expand our use of M-Files to fill that gap as well.'"

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## ABOUT TEAM IM

TEAM IM is a premier M-Files partner and global enterprise solutions and technology company. Utilising best-in-class technologies to transform and automate business processes, TEAM IM has successfully implemented thousands of business solutions across a diverse spectrum of organizations of varying size and industry focus. TEAM IM's offerings include expert professional services, managed services, custom development and solutions in many areas, including Content Management, Records Management, Process Automation, Analytics, Field Services and Web or Mobile Apps.

## WHY M-FILES?

M-Files' AI-powered intelligent information management solution connects all documents and information, across every platform and repository, then analyzes them to place them in context. This makes it possible to serve up the right information to the right people right when they need it—and automate information-driven business processes—while maintaining complete control and compliance. Thousands of organizations in more than 100 countries (including NBC Universal, OMV, SAS Institute, and ThyssenKrupp) use M-Files to manage their business information and processes—and give their employees a Smarter Way to Work.

For more information, visit [www.m-files.com](http://www.m-files.com).

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