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HOLLISTER CONSTRUCTION SERVICES
Building Sound Relationships & Structures

CASE STUDY

Hollister Construction Services Visual Scheduling and Real-Time Analytics

Hollister Construction Services (Hollister) is a full-service commercial construction company with a team of 160+ construction professionals utilizing the latest in technology and embracing best practices in project management to deliver award-winning results. Hollister actively aspires to develop innovative ways to ensure the completion of projects on budget and ahead of schedule.

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“onTarget has automated my workflow and shows me the delays before they happened. It's taken the guess work out of the equation, with the daily updates and validation of photos with each task onTarget allows me to sleep a little easier at night knowing where the project stands day-to-day.”

David Lim P.E, Sr. Project Manager

Project : Lighthouse Point

On March, 2016, Hollister broke ground on Lighthouse Point, an $80M historic, mixed-use, transit-oriented development project in Staten Island, New York. This project consists of a 62,000 sf. of retail space, 116 apartments, and a 400-space parking garage. Throughout the preconstruction phase, Hollister and its client established a rigorous schedule that they were confident could be delivered with a collaborative environment.

Hollister had recently completed several projects for which they had utilized onTarget’s Digital Scheduling and Analytics, a new software which proved to be a great asset for the project. Given the size and complexity of Lighthouse Point, Hollister decided onTarget would be necessary. Hollister’s focus was to standardize the scheduling workflow for all partners and subcontractors. With the help of onTarget, each team member at Hollister, including subcontractors, was able to provide daily updates through a simple app, automatically feeding data into Primavera P6 and Microsoft Project. Meanwhile, onTarget provided a tool for planning a two-week look-ahead schedule with each subcontractor. “As a project manager, onTarget provided a visual recap of exactly where the project stood and precisely what would be happening over the next two weeks, month and further outlook,” stated David Lim, who works at Hollister Construction. "For years, I lived off a schedule pasted to the wall; now, I run my daily and weekly meetings in the trailer utilizing onTarget on our large monitor with live updates from each subcontractor as well as our project team simultaneously, show[ing] us where we needed to focus."

onTarget provided a solution where the entire team could view and access schedule information. As a fully collaborated platform, onTarget enabled the seamless exchange of data between existing solutions such as Procore, Oracle Primavera P6, and MS Project. Hollister introduced onTarget to subcontractors to collaborate and update their activities and milestones. This aided them in tracking progress and the required manpower needed daily to keep each trade on time.

The mobile app allowed tasks to be conveniently updated from the field and eliminated the need to have the super on speed dial. The real-time data helped all members involved track the project's health and combat delay.

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Project : Hanover Commons

On March 2017, Hollister started the exterior renovation on Hanover Commons, a 7.8-acre shopping mall with 1,500 parking spaces located in East Hanover, New Jersey.

Hanover is a complex project with multiple stakeholders and phases as well as several critical paths while constructing areas opened to the public. Hollister always wanted to stay ahead of the curve throughout the construction phase. It was necessary to have real-time collaboration between the client, subcontractor, and Hollister to ensure transparency and efficiency for all deliverable work.

The onTarget analytics dashboard allowed the Superintendent and subcontractors in the weekly foreman meeting to quickly analyze the performance of each trades promised tasks, allowing the Super to take action to bring the project back on track when needed. The in-task chat feature also allowed for the entire team to communicate with everyone in the field so they knew where they should and should not work. It was also easy to show the client where Hollister had to work to meet critical milestones and make sure zones around the shopping mall could be fenced off.

The user-friendly interface of onTarget and its mobile application allowed the design-team and other members of the team not familiar with scheduling applications an easy to use platform that they used to keep track of all the tasks (RFIs) starting with those of highest priority. The filter and print feature in onTarget also made printing a breeze, making it easy to prepare for the weekly OAC meeting.

"One of the benefits of using onTarget is that it makes it easy for supers to collaborate with foremen on a daily basis. The intuitive dashboard quickly shows the overall health of the project allowing decision makers to take action and mitigate risks."

Mary Munoz, Assistant Project Manager

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The Benefits

Seamless flow of Data and Transparency

Because the schedule displays consistently on the screens in the office and contains consolidated project data from the subcontractors and Hollister's team, it's highly efficient and accurate. When a team member updates the schedule, it is reflected in real-time so that all team members will have immediate information on the status of the project for complete transparency. Brandon says, “Before onTarget, updating the schedule was a very time-consuming task. Now, the ease of sliding the progress button on a job walk makes updating the percentage of complete a huge time saver!” This helped Hollister take proactive steps to mitigate cost overruns and avoid liquidated damages.

Make Proactive Decisions for Risk Mitigation

The short-term schedule filters, “today” and “tomorrow,” give the project team a clear path regarding what they need to complete today or by tomorrow to ensure that the schedule requirements are met. The delayed tasks are immediately identified after 3 p.m. every day, which pushes the project team to come up with a recovery plan. At the same time, the reason for the delays can be noted in the related activity for backup. By using these features, Hollister can easily track and mitigate project delays. Brandon, project manager, says, “My super and I update through onTarget on a weekly basis. The software allows employees of all computer skill levels to update a construction schedule with relative ease.”

Automate workflows and optimize the schedule

onTarget automates data that is siloed within multiple software solutions, automating weekly look aheads and resequencing project plans based on continuous learning. Mary, assistant project manager, says, “I like the daily notifications and email updates that I receive for the tasks that need to be updated. It makes me check the app to update or get subcontractors scheduled for the task to be completed.”

Resource and Portfolio Management

Management can get a high-level view of all their projects and resources to understand planned vs. actual and remove any bottlenecks before they hit the ground. Brendan Murray, vice president of Hollister, states that “Resource and risk loaded schedules are the most important method for measuring a project’s performance, and we have been able to get that visibility using onTarget."

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Return On Investment Calculator

Field : Right information at the right time in real time

Our case study validated that the average time savings for the foreman and field workers was 60mins/day. The average no of onTarget users onsite was 5, saving 5 hours per day.

Multiplying that by the national average salary for their respective positions, the hourly rate is $100/hr and we calculated the total time savings to be $120,000/project/year. For a total, 25 project that Hollester is using onTarget, it is projected to save $3M annually.

Office: Advanced analytics and Reporting

onTarget enables decision makers to have a 360 view of a project and track the subcontractors' performance in real time. Based onTarget's analytics solution, Hollister was able to identify a subcontractor that was falling behind lagging in productivity and would significantly affect the schedule. onTarget quickly identified the root causes, and the project manager was able to quickly resequenced the project based on previous performance data, weather and other risk associated with the project. These functions enabled Hollister to mitigate the risk of cost overruns and delays by 80%.

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