

“After years of steady growth, we needed a system that could both strengthen our accounting abilities and provide the tools to establish metrics and monitor real-time project information. BST was chosen to fulfill those needs.”

RICHARD MASER  
PRESIDENT & CEO  
MASER CONSULTING

## MASER CONSULTING



**Industry:**

Engineering and  
Environmental Consulting

**Geography:**

Headquartered in  
Red Bank, NJ, USA

8 offices in North America

**Employees:**

275

### Challenge

Maser Consulting's management information system limited direct access to project and financial data to the accounting department. Because project status reports and related information had to be requested from accounting, most project managers typically only reviewed project status when it was time to bill.

At the time, Maser's primary financial management and reporting tools were a company level income statement and a chargeable utilization report generated by discipline and geographic location. Since no standardized role-based financial metrics existed, management and professional staff were uncertain of how they were being measured.

During a strategic planning session the firm decided that it needed to have structure and more accountability. They recognized a need for more uniformity of rules, procedures and metrics. They also determined that training would become a key strategic initiative driving the overall development of staff members.

### Solution

Upon implementing BST Enterprise, project managers for the first time had access to real-time project data and were able to manage project performance utilizing inquiries and reports. Accordingly, BST Enterprise was introduced not just as an accounting system, but as a project management tool. In conjunction with BST Enterprise training, project managers were provided guidance on various aspects of their roles through project manager and leadership development training.

Having used BST Enterprise to help identify its key performance indicators (KPIs), Maser implement the BST Management Portals solution to allow for intuitive monitoring of the identified KPIs in a concise interface. The plan was to capture historical data on these metrics and establish goals by discipline and classification type. This method would determine if key indicators met compliance requirements and expectations, and also assist in determining an individual's bonus compensation.



BST Global's portal implementation was tailored to Maser's specific strategic and tactical requirements. The process began with a strategic planning session which specified requirements, and further exposed the change management practices needed to support the firm's acclimation of this new platform. Maser partnered with BST Global to determine how these key indicators would be represented in the portal, and how users would be able to investigate problem areas.

The implementation followed a phased delivery approach: project managers received portals and training first, then the portal dashboard was expanded for use by the Maser executive team and eventually the discipline leaders. Further, within each phase, the team took an iterative approach for each screen component to allow for review and revision as the implementation went along.

## Results

The portal — a dashboard-like presentation format for project managers, executives and discipline leaders — allows for a common view across all roles, thereby ensuring a shared vantage point, consolidated reporting and an aligned perspective. Each of the portal sites consists of a standard set of components and capabilities. The entire Maser organization benefits by having everyone looking at the same information in the same way.

Maser now has a quantification of revenue and profit. The portal and other BST Global initiatives will be used by Maser to facilitate a reduction of Accounts Receivable and to continue in the process of monitoring WIP and unbilled.

## ABOUT MASER CONSULTING

Based in Red Bank, Maser Consulting has eight offices throughout New Jersey, New York and Pennsylvania, serving both the public and private sectors. The firm provides a wide range of services for site development, public works, surveying, environmental management, geotechnical engineering, structural engineering, highway and bridge design, traffic and transportation engineering, landscape architecture, cultural resources and construction administration.



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