

SUCCESS STORY

MACE: RAISING THE PROFILE OF HEALTH AND SAFETY AT WORK

Developing an online health and safety management system



New online health and safety system offers a unique ability to manage wideranging health and safety requirements for multiple contractors

The challenge

International consultancy and construction firm Mace sought a functionally-rich online health and safety tool for its own projects and to take to the market as a new revenue stream.

Mace Group is a privately owned, international consultancy and construction services company, operating in 65 countries. It reported a turnover of £1.1bn in 2012.

Health, safety and environment (HSE) is a key priority in this industry and Mace has a commercial division focused on HSE management and consultancy services. Called Mace Sustain, this business had previously marketed an online HSE software tool in a joint venture operation.

With plans to expand the functionality it offered to the market, Mace Sustain sought a replacement online tool that would have two distinct functions. Firstly, it would act as the online HSE resource for the Mace Group's construction projects worldwide. Secondly, it would have market potential across the wider construction industry and other sectors to drive additional revenue for Mace Sustain.

Mace was looking for a functionally-rich product built on a robust platform, capable of supporting business growth. However, it did not have an in-house software development capability.

Key points

- Successful design, development and rollout of new system using an onshore-offshore delivery model
- Designed for intuitive, ease-of-use especially for non-computer literate or first time computer users
- Software as a Service cloud-based offering

Our solution

With proven system development capability, combined with the integrated delivery model Mace was looking to keep down costs, Sopra Steria was ideally placed to support this development project with a solution called YellowJacket.

This is Mace's own-brand online health and safety management system. It is an easy-to-use tool that Mace Sustain offers to the market on a Software as a Service (SaaS) basis. It is underpinned by a cloud-computing model, with customers paying a subscription to use the service to manage their health and safety compliance.

A key feature of the solution is its ability to manage the health and safety aspects through a multi-tiered supply chain. On a large-scale construction project, the primary developer will have sub-contractors who, in turn, will have their own sub-contractors. Sopra Steria developed YellowJacket to provide complete visibility of health and safety audits, actions and observations across all these tiers of workers.

How we worked together

This was a highly collaborative project. Despite being leaders in the field of construction, Mace had little experience in the development of industrial strength software. As such, it was important for the Sopra Steria team to articulate the processes involved at every step of the way. This covered the analysis, design, build and test disciplines of professional software development.

Initial stages of the project were run at Mace's own site. This allowed Sopra Steria to foster close collaboration and team relationships with Mace. Later stages used Sopra Steria locations in London (still close to Mace) and India to strike a balance between proximity and cost.

Sopra Steria ran a series of intense workshops with Mace Sustain directors and subject matter experts. This gave the development team a good understanding of the business objectives, vision and technical requirements.

With a product vision, operating model, scope for launch and a future roadmap agreed, the project was transitioned to an offsite/offshore location.

Day-to-day collaboration was seen as a valuable aspect of the relationship. A shared portal fostered collaboration and discussion over requirements, feature and change requests. This provided a basis for openness and transparency. The delivery was subject to internal Sopra Steria governance running in parallel with the Mace project board governance.

Results and benefits

Yellowjacket went live in July 2012. Ease of use for people not accustomed to working with computers has ensured the widespread uptake of Yellowjacket across the Mace Group and its supply chain.

Mace is now using it as its standard tool for managing health, safety, quality and environmental performance on all its construction projects.

Among the many benefits accruing are:

- Users access everything from a personal dashboard and can communicate with all those needed within a company, project or supply chain
- Project managers can see when internal or third party inspections are due and any actions raised by them
- Outstanding actions can be seen at a glance, along with the status of actions assigned to individuals, suppliers or contractors
- Managers can raise and assign actions to people or contractors with a close-out date. The action appears on the relevant person's dashboard.

Sopra Steria continues to provide on-going development and support to the solution. A mobile application of the system is currently being developed. Yellowjacket has given Mace Sustain a new revenue stream with its marketing team successfully taking the solution to market.

“The ability to monitor every level of health and safety compliance in a major construction project is a huge asset for us. Yellowjacket wouldn't have been possible without Sopra Steria”

David Rowbotham
Director
Mace Sustain



Sopra Steria, European leader in digital transformation, provides one of the most comprehensive portfolios of end to end service offerings in the market: Consulting, Systems Integration, Software Development and Business Process Services. Sopra Steria is trusted by leading private and public organisations to deliver successful transformation programmes that address their most complex and critical business challenges.

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