

# RIVANS for TAM – UK Findings

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# Outline

- UK trends and respondent population
- Summary findings and comments by sections
- Progress summary / current stance
- Next steps

# UK Trends

- Early signs of shifting toward soft management issues
- Reactive rather than proactive to market drivers at the project front-end
- Sustainable solutions framed on compliance and best-practice

# Respondents Statistics

- Total invitations sent → 1093
  - Total respondents → 88
  - Usable → 42
  - Response rate → 8%
- Interviews
  - D&C
  - O&M

# Section 1

Section 1– Agreement levels between sub-groups	D&C Consensus	O&M Consensus
Better Value / Synergies arise from sharing relevant information (e.g. building specs, as-built drawings, construction records, O & M (Operation & Maintenance) performance data, etc.) - between 'D & C' (Design & Construction) and 'O & M' teams	84%	87%
Better Value / Synergies arise from addressing Sustainability issues more effectively through above sharing of relevant information	70%	51%
Better Value / Synergies arise from similar Procurement protocols between 'D & C' and 'O & M'	55%	79%
Better Value / Synergies arise from better (integrated) 'life cycle optimization' options/ opportunities e.g. when Designers have more knowledge of O&M issues <i>and</i> Asset Managers have better understanding of design intent and material/ equipment choices	73%	86%
Better Value / Synergies arise from overlapping Supply Chain Networks delivering 'D&C' and 'O&M'	72%	89%
Better Value/ Synergies arise from arranging for some common/ linked resource pools and requirements (e.g. in material types, human resources) between 'D&C' & 'O&M'	72%	94%
Better Value / Synergies arise from expanded long term business opportunities	61%	57%
Better Value / Synergies arise from integrated team building (Human resource capacity improvement)	69%	71%
Better Value / Synergies arise from joint use of ICT tools (e.g. in BIM – Building Information <u>Modeling</u> )	45%	79%
Better Value / Synergies arise from integrated 'business continuity management' opportunities	73%	94%

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Sustainability is based on compliance to regulations and reputations

Emphasis on reducing risks

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Discontinuity in handover

BIM requires certain degrees of trust

# Section 2.1 Integration Types & Better Values

Section 2.1	Frequency %			
	Functional	Relational	Transactional	Missing
Better Value / Synergies arise from sharing relevant information (e.g. building specs, as-built drawings, construction records, O & M (Operation & Maintenance) performance data, etc.) - between 'D & C' (Design & Construction) and 'O & M' teams	7.1	45.2	47.6	-
Better Value / Synergies arise from addressing Sustainability issues more effectively through above sharing of relevant information	16.7	40.5	42.9	-
Better Value / Synergies arise from similar Procurement protocols between 'D & C' and 'O & M'	28.6	35.7	35.7	-
Better Value / Synergies arise from better (integrated) 'life cycle optimization' options/ opportunities e.g. when Designers have more knowledge of O&M issues <i>and</i> Asset Managers have better understanding of design intent and material/ equipment choices	23.8	33.3	38.1	4.8
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Better Value / Synergies arise from expanded long term business opportunities	33.3	42.9	21.4	2.4
Better Value / Synergies arise from integrated team building (Human resource capacity improvement)	14.3	35.7	47.6	2.4
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# Section 2.1 Integration Types & Better Values

- Alternated responses between relational and transactional integration – indicates early efforts in recognising value beyond the adversarial terms
- Importance of long-term relationship building is beginning to be recognised – although presumably based on individual experience and subsequent taken for granted thinking rather than imposed from above
- BIM seen as a tool to help breaking down vfm

## Section 2.2 Importance of common goals for better value

Section 2.2	D&C Consensus	O&M Consensus
Common project goals such as cost, quality, time, safety	69%	89%
Effective and efficient information sharing	66%	89%
Lifecycle oriented project drivers, including overall sustainability concerns	59%	89%
Lifecycle oriented project outcomes, including life cycle benefit-cost profiles	61%	89%
Efficient resource utilization & management	60%	75%
Expanded business opportunities	56%	86%
Long-term network building	60%	86%
Relationship building and management	65%	86%
Dispute minimization, management & resolution	71%	87%
Organisational capacity building	57%	75%
Shared corporate social responsibility	35%	71%

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# Section 2.2

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Efficient resource utilization & management	60%	75%
Expanded business opportunities	56%	86%
Long-term network building	60%	86%
Relationship building and management	65%	86%
Dispute minimization, resolution	71%	87%
Organisational capacity	57%	75%
Shared corporate social responsibility	35%	71%

- Represents a shift towards soft management focus
- Awareness is present individually but limited by conventional routines and prescriptions

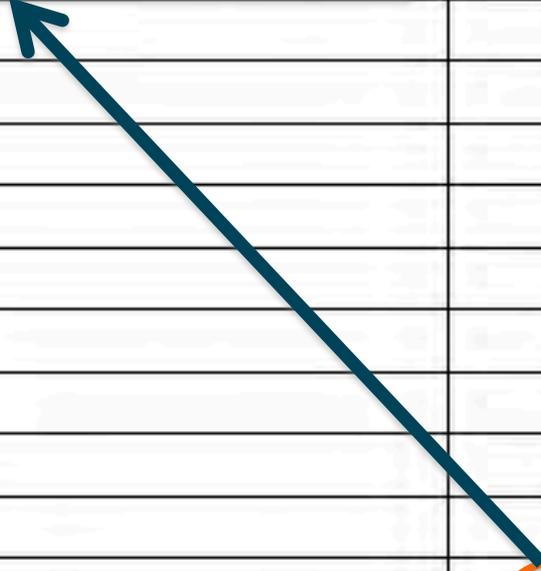
# Section 3.1 Importance of Key Stakeholders for better value in D&C SC

Section 3.1	D&C Consensus	O&M Consensus
Clients	41%	46%
Main Contractors	66%	75%
Sub-Contractors	58%	69%
Designers and Principal Consultants	63%	75%
Other (Specialist / Sub-) Consultants	64%	71%
Suppliers	58%	46%
Users	30%	29%
General Public	47%	58%
Relevant non-governmental organisations	70%	79%
Relevant Statutory bodies	42%	51%
Other relevant Government organisations	55%	29%
Project financiers	38%	71%

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Other (Specialist / Sub-) Consultants	64%	71%
Suppliers	58%	46%
Users	30%	29%
General Public	47%	58%
Relevant non-governmental organisations	70%	79%
Relevant Statutory bodies	42%	51%
Other relevant Government organisations	55%	29%
Project financiers	38%	71%

Emphasis on driving down CapEx and OpEx – “which one is the cheapest”



# Section 3.1 Importance of Key Stakeholders for better value in D&C SC

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Other (Specialist / Sub-) Consultants	64%	71%
Suppliers	58%	46%
Users	30%	29%
General Public	47%	58%
Relevant non-statutory bodies	70%	79%
Relevant Statutory bodies	42%	51%
Other relevant Government organisations	55%	29%
Project financiers	38%	71%

Agree it's not important!



70% 79%



# Section 3.2 Importance of Key Stakeholders for better value in O&M SC

Section 3.2	D&C Consensus	O&M Consensus
Clients	53%	88%
Main Contractors	69%	71%
Sub-Contractors	63%	76%
Designers and Principal Consultants	57%	60%
Other (Specialist / Sub-) Consultants	65%	76%
Suppliers	59%	43%
Users	38%	38%
General Public	26%	69%
Relevant non-governmental organisations	62%	76%
Relevant Statutory bodies	50%	60%
Other relevant Government organisations	65%	71%
Project financiers	55%	88%

# Section 3.2 Importance of Key Stakeholders for better value in O&M SC

Section 3.2	D&C Consensus	O&M Consensus
Clients	53%	88%
Main Contractors	69%	71%
Sub-Contractors	63%	76%
Designers and Principal Consultants	57%	60%
Other (Specialist / Sub-) Consultants	65%	76%
Suppliers	59%	43%
Users	38%	38%
General Public	26%	69%
Relevant non-governmental organisations	62%	76%
Relevant Statutory bodies	50%	60%
Other relevant Government organisations	65%	71%
Project financiers	55%	88%

Very disparate responses – Arguably from D&C's focus on driving down CapEx and OpEx and getting the job done



# Section 3.2 Importance of Key Stakeholders for better value in O&M SC

Section 3.2	D&C Consensus	O&M Consensus
Clients	53%	88%
Main Contractors	69%	71%
Sub-Contractors	63%	76%
Designers and Principal Consultants	57%	60%
Other (Specialist / Sub-) Consultants	65%	76%
Suppliers	59%	43%
Users	38%	38%
General Public	26%	69%
Relevant non-governmental organisations	62%	76%
Relevant Statutory bodies	50%	60%
Other relevant Government organisations	65%	71%
Project financiers	55%	88%

Minimal data available

Agree it's not important!

26%

69%

# UK Current Stance

- Top management supports:
  - To increase collective awareness – in enhancing a “hard” with a complementary “soft” integration approach
  - For in-house construction-design-maintenance coordinator to support handover
  - For internal integrated systems – in capturing, updating and using lessons learned and feedback loops

# Next Steps

- Planned interview sessions with O&M practitioners
- Wrapping up and integrating collected quantitative and qualitative data
- Summary for industry reports