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# New Models - New Delivery & Funding Structures

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A dramatic sky with a large, dark, circular shadow cast over a city skyline. The shadow is a large, dark, circular shape that dominates the upper half of the image, appearing to be cast from above. The sky is a deep blue, with scattered white and yellowish clouds. The city skyline below features several prominent skyscrapers, including the London Stadium with its distinctive yellow masts. The overall scene is a mix of natural light and artificial shadow, creating a striking visual contrast.

**Do we look at the sky?**



Or the horizon?



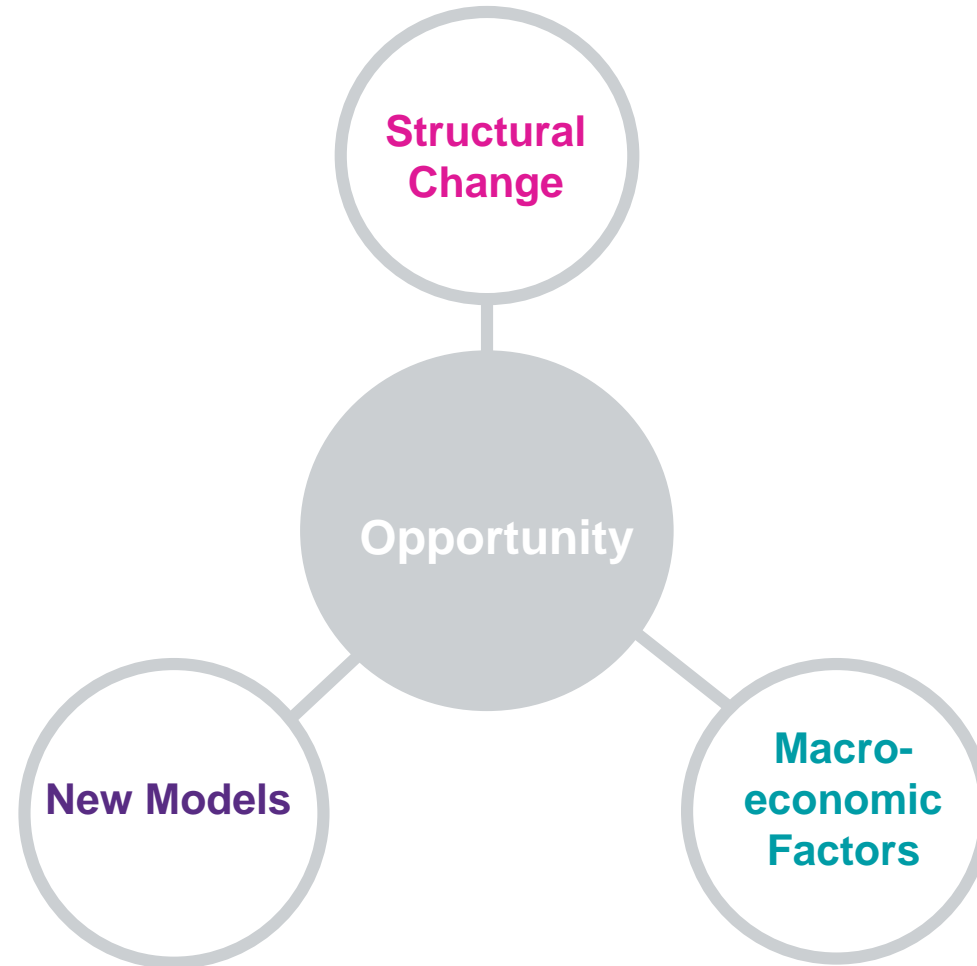
**The construction sector?**



**Market Demand?**

# 2020 – 2025 Evolution

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**A period of evolution**

# Two big picture disruptions

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## Modern Methods of Construction

- Fundamentally different
- Design for Manufacturing & Assembly
- More Manufacturing than Construction
- Different Payment profile
- International trade angle

## Structural Change in the Sector

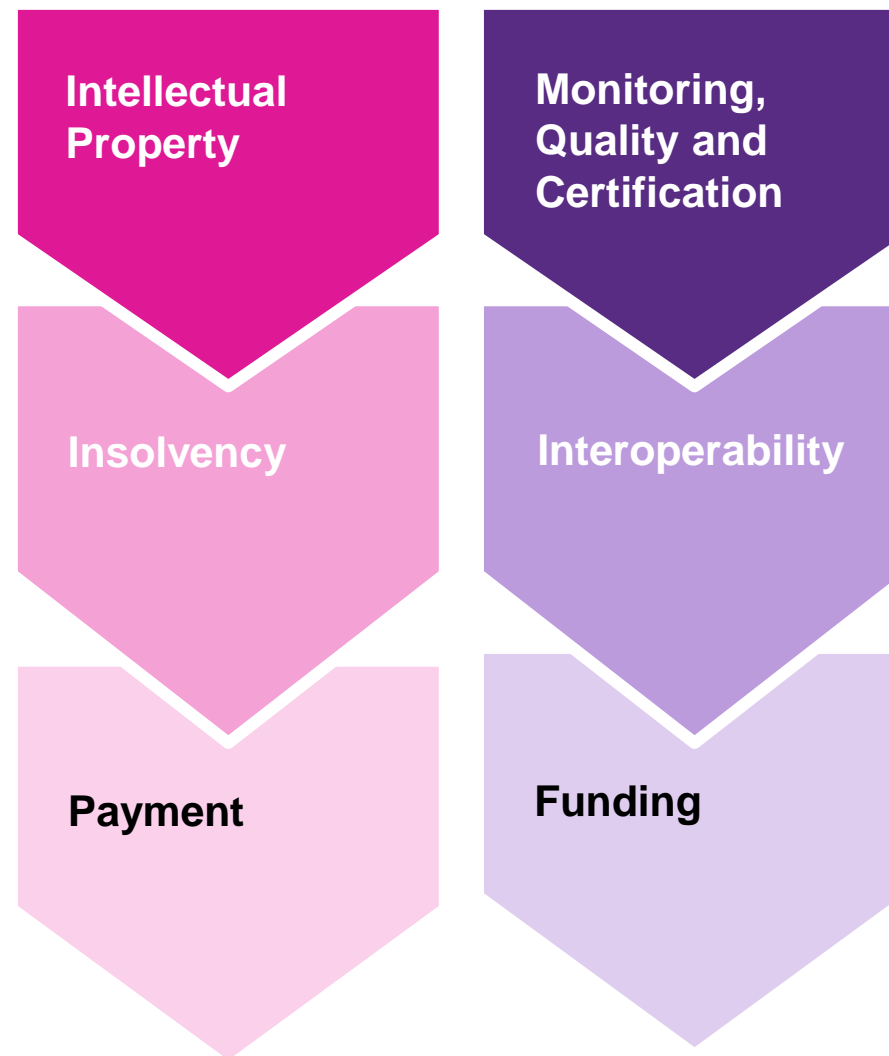
- Tier 1 rebalancing governance and risk
  - The rise (again) of construction management/management contracting?
  - Interplay with MMC
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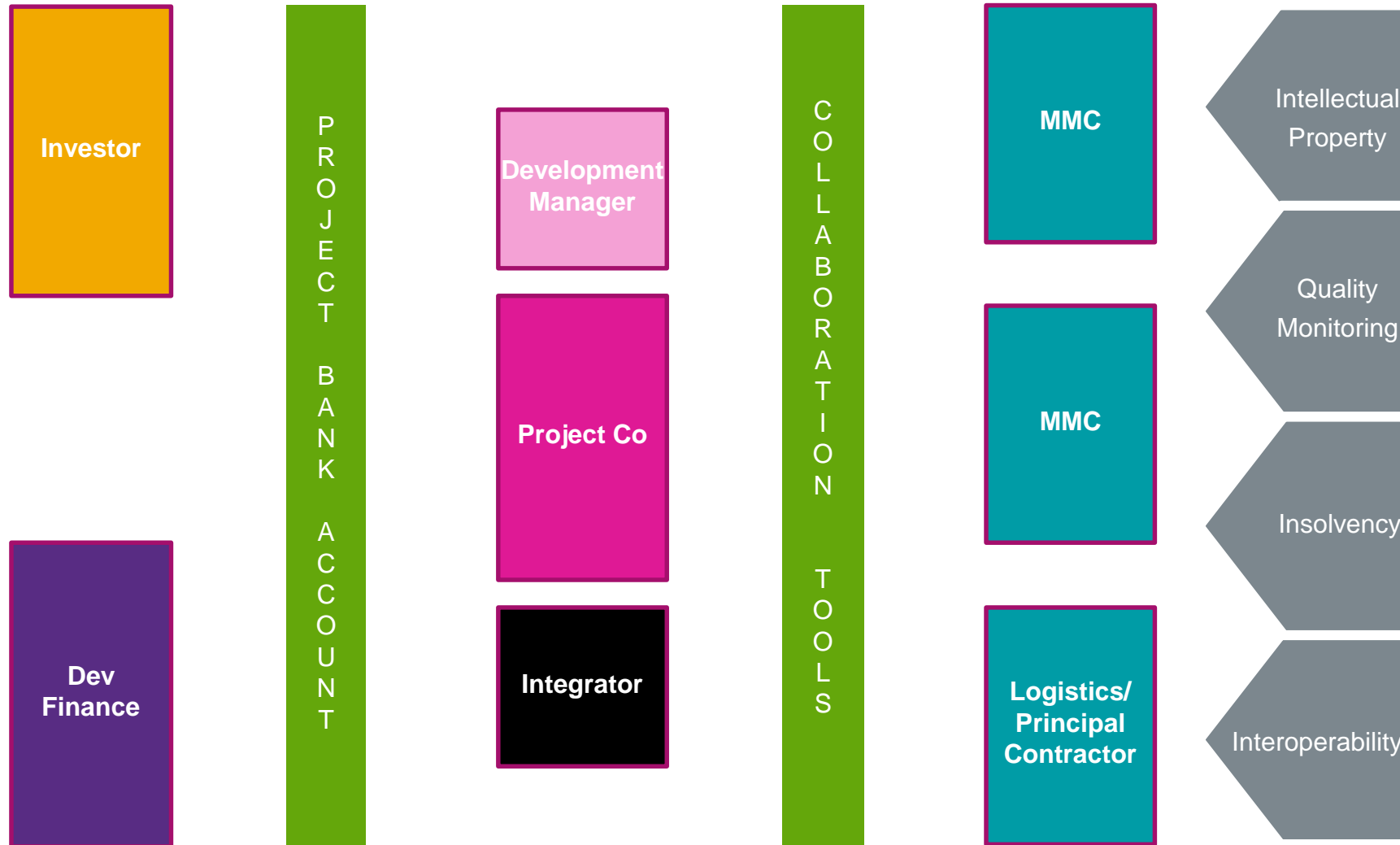
# Modern Methods of Construction

## Key themes

- Funder and Client need to be closer to the project and undertake supply partner DD
- Does the Client have the right team
- Is an EPC wrap available/ affordable/ relevant?
- Insurance market products?



# MMC Contracting with Integrator



# Not all the seeds will germinate

- Existing procurement strategies and contract forms are not optimised for MMC
- Don't pretend that alliancing or collaboration alone are the answer
- Interim work-around is possible
- New structures will evolve

## “Organisational Ambidexterity”

TRANSFORMING CONSTRUCTION NETWORK PLUS

CHANGING BUSINESS MODELS IMPLICATIONS FOR CONSTRUCTION





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