

2018 Annual Conference – Sli.do Results

20 Years of Rethinking Construction



Introduction

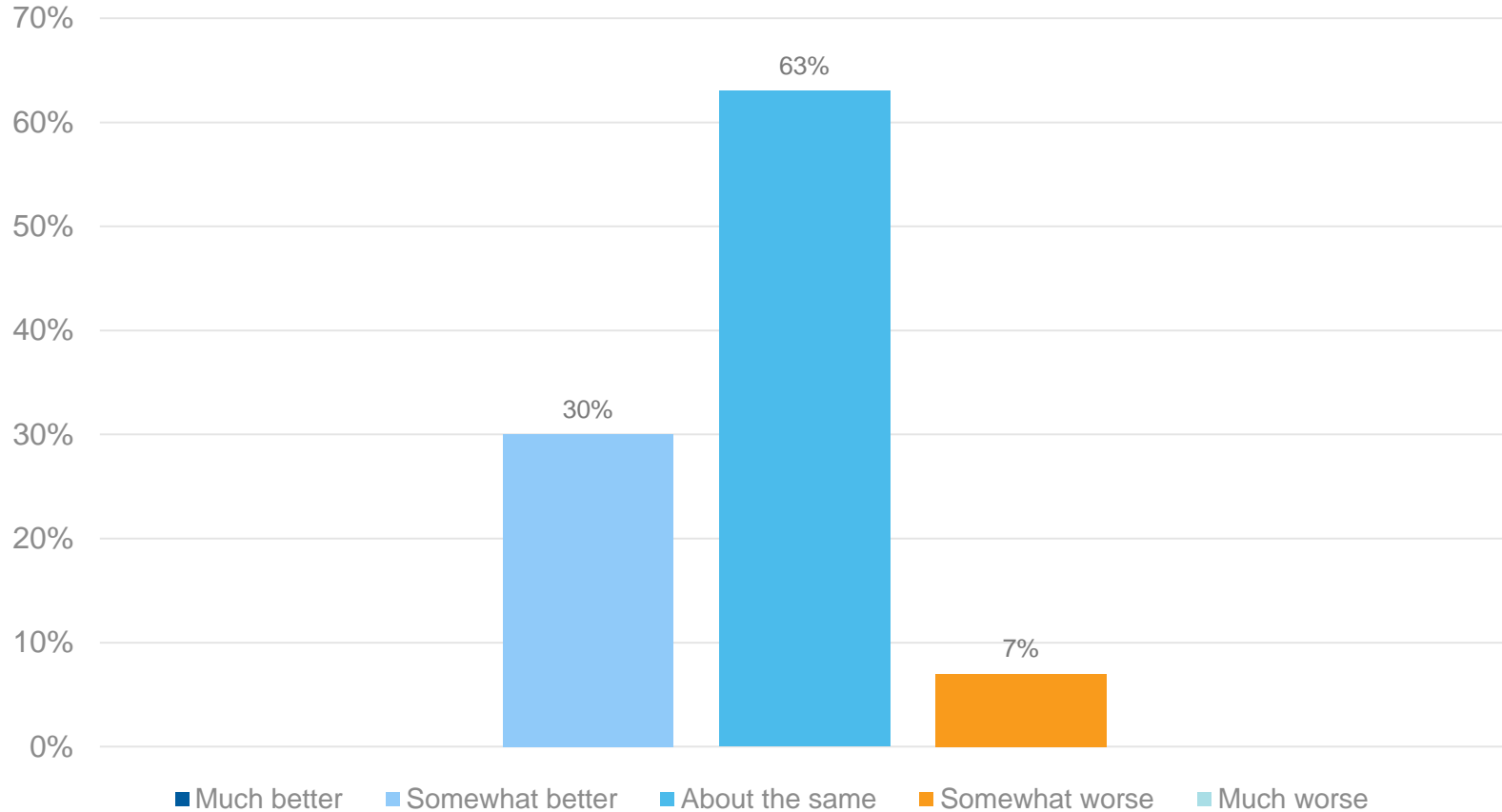
This presentation outlines the key outputs from sli.do engagement at the Constructing Excellence Conference – 20 Years of Rethinking Construction on 12 December 2018. Some 150 people participated in the conference and copies of speakers presentations can be found on the Constructing Excellence [website](#).

The conference took an in-depth look at how the core Constructing Excellence values of clients procuring for value, standardisation and pre-manufactured value and digitally-enabled collaboration can be applied at a broader level across the industry.

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Clients procuring for value in 2018 compared to previous years



Prospects for clients procuring for value in 2019

- Uncertainty due to Brexit
- Fear that clients are unsure how to measure value
- It will be about the same unless procurement teams form an integrated approach collaborating with their teams and customers
- I would like to see a better supply chain engagement and wider changes in policy and strategies which create relationship boundaries from the outset of tendering
- It will continue to improve as long as government and other major clients endorse the approach
- Poor, till we can have more flexibility in the procurement process
- Mixed - there is still a great deal of pressure to achieve cost above all other elements

Clients procuring for value

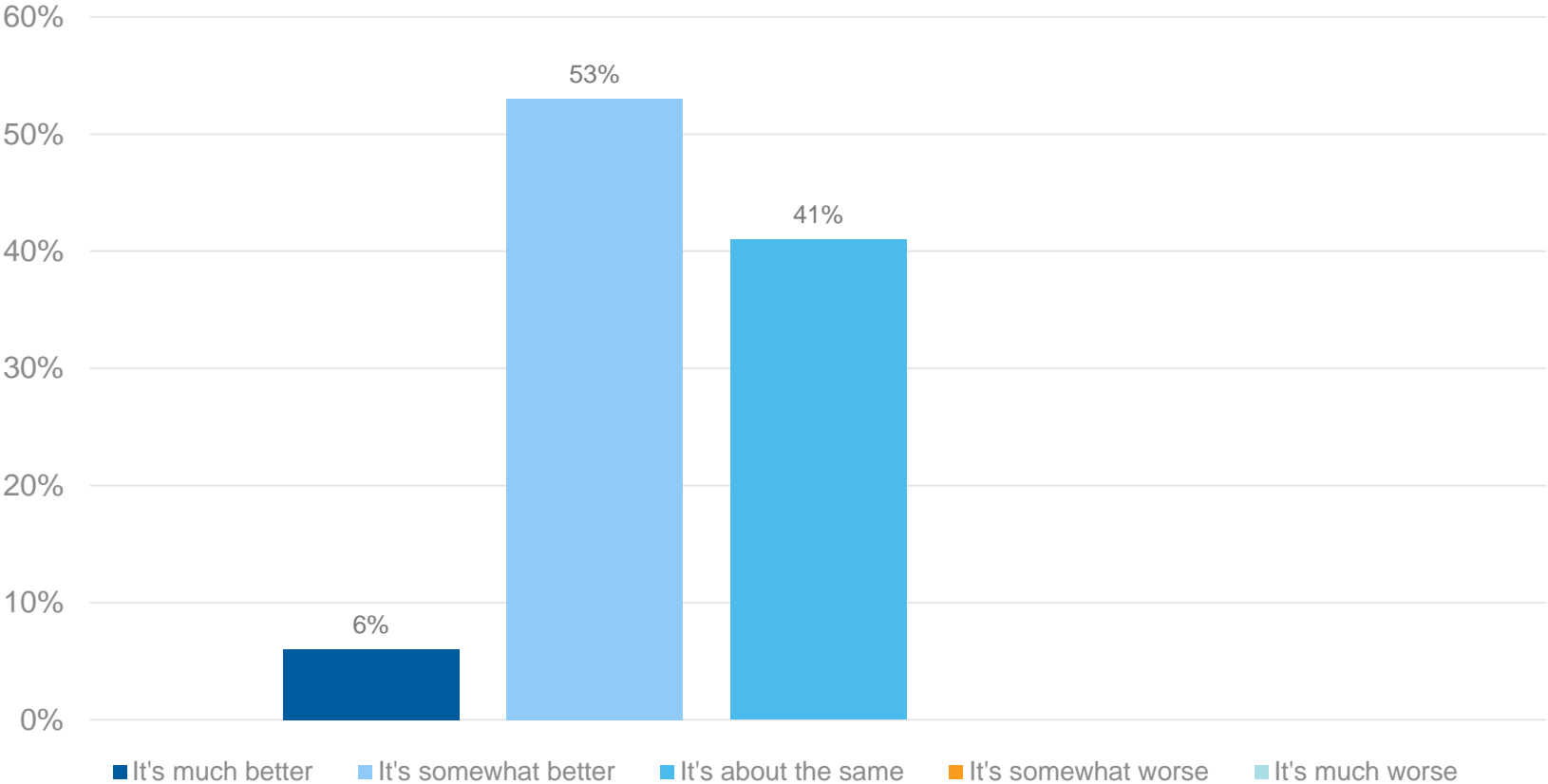
Enablers

- Communication, transparency, clients establishing and rewarding best practice
- Intelligence. We all apply 'value' based measures in our private spend so why not in business?
- Understanding and defining quality or customer (end user and stakeholder) requirements across all departments and phases of the project.
- A drive to deliver greater social value in a collaborative environment.
- Realistic budgets, accurate forecasts and good risk management, an evidence base showing the reason for good value procurements versus cost only

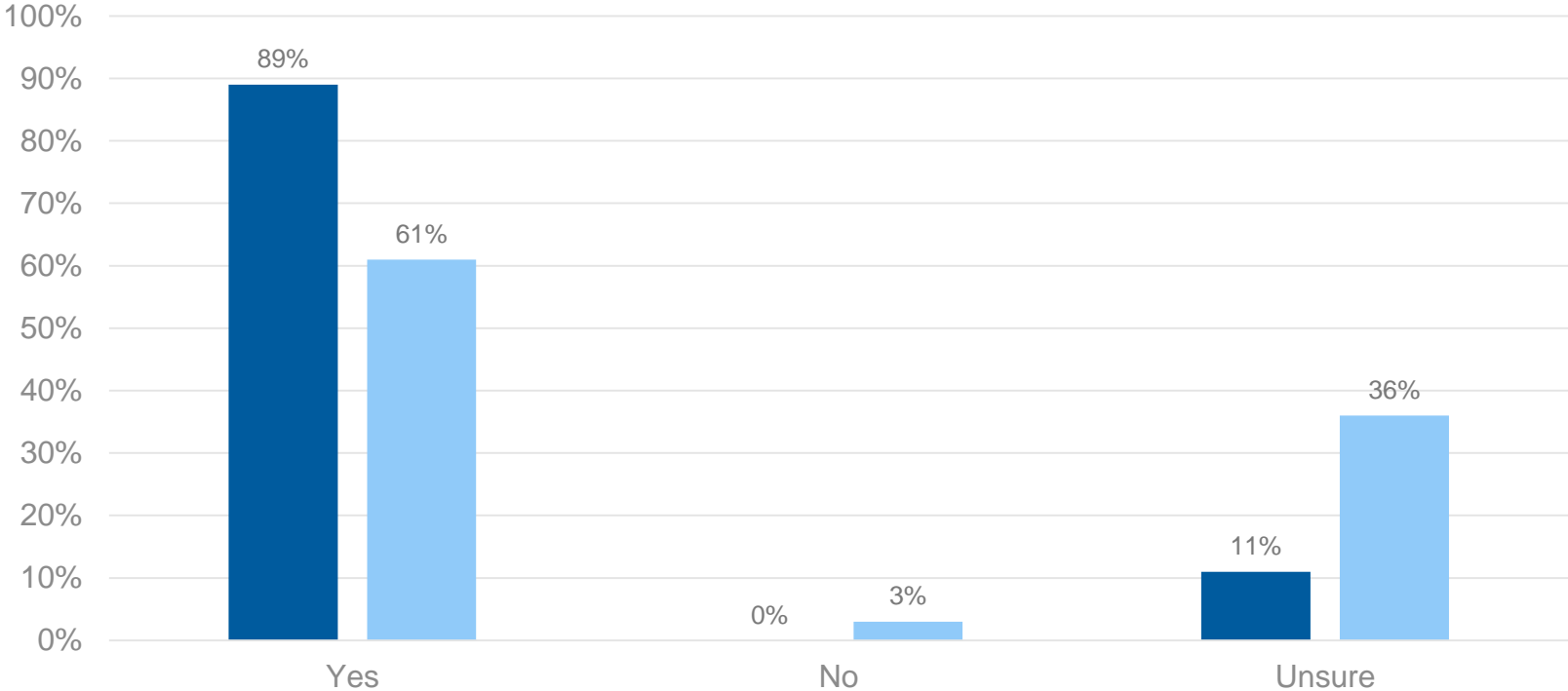
Blockers

- Trust, communication, enabling of decision-making on client side
- Silo thinking and lack of communication of the procurement teams across other departments . Rushing of procurement based on inaccurate programmes, unrealistic pricing. This leads to a lack of thorough vetting of supply chain and subcontractors
- Traditional attitudes focused on lowest price
- Capabilities and skills of teams and willingness to change
- Uncertainty and lack of transparency
- Lack of budget, a client focus restricted to cost
- Ignorance of what real value looks like

Standardisation and pre-manufactured value in 2018



Platform approach to building



■ Are you supportive of a platform approach to building?

■ Do you think the market will accept a platform approach to building?

Platform approach to building

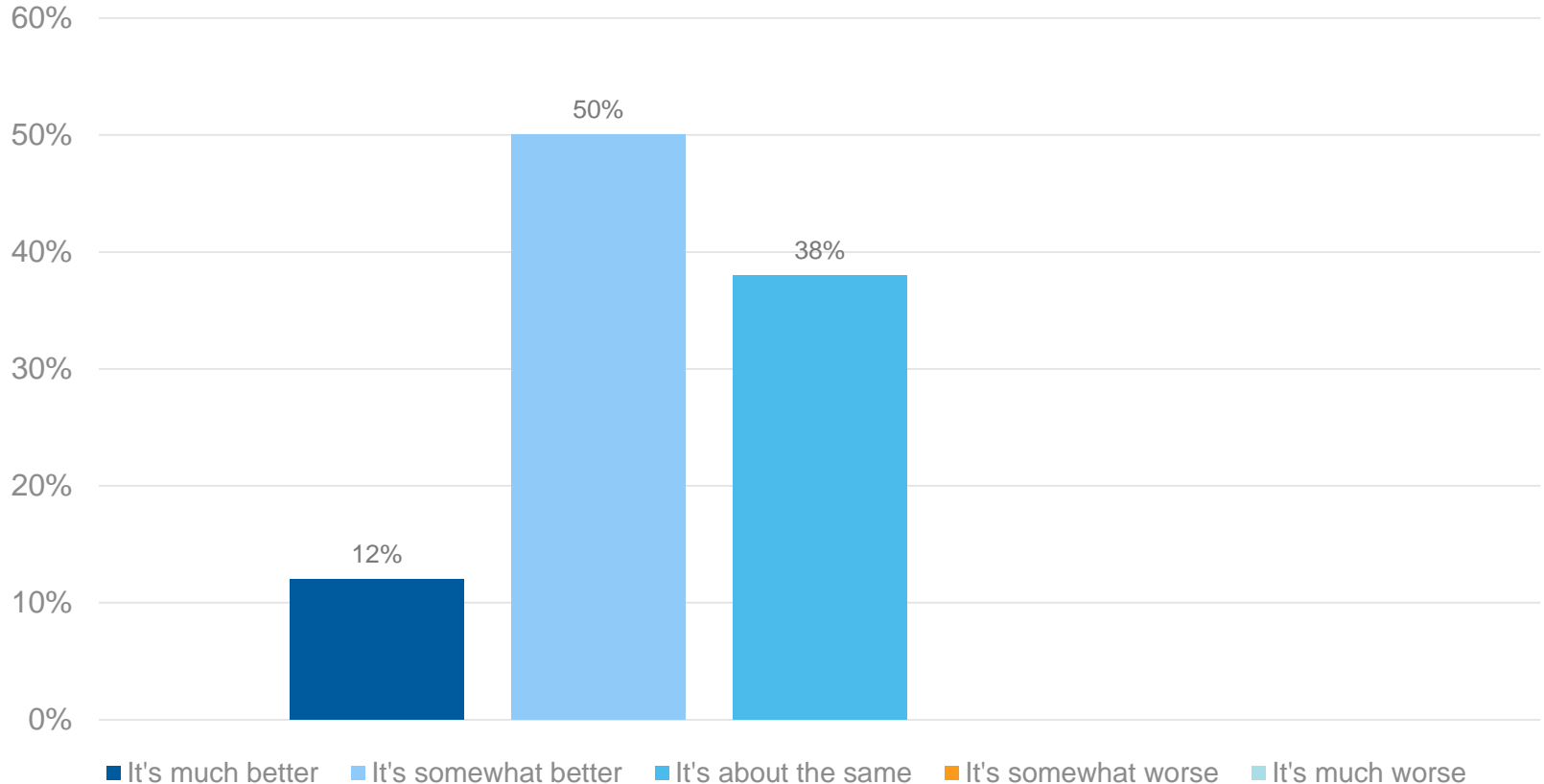
Enablers

- Substantial justification of benefits through case studies and vendors demonstrate an understanding of risks/blockers when pitching to clients
- Collaborative culture
- Drive for better value, better control on materials, sustainability
- Education and technology
- Sector & asset specific focus; aggregated demand
- Standardisation, manufacturing thinking, continuous improvement and clients buying it
- Better information

Blockers

- Reluctance of market and traditional attitudes
- Fragmented dysfunctional current market
- Fear of the commercials associated with an inability to tender on a lowest cost basis
- Out of touch old school Design consultants and traditional lowest price main contracting model
- Advisers culture and competence
- Culture of construction
- Uncertainties

Digitally-enabled collaboration in 2018



Digitally-enabled projects

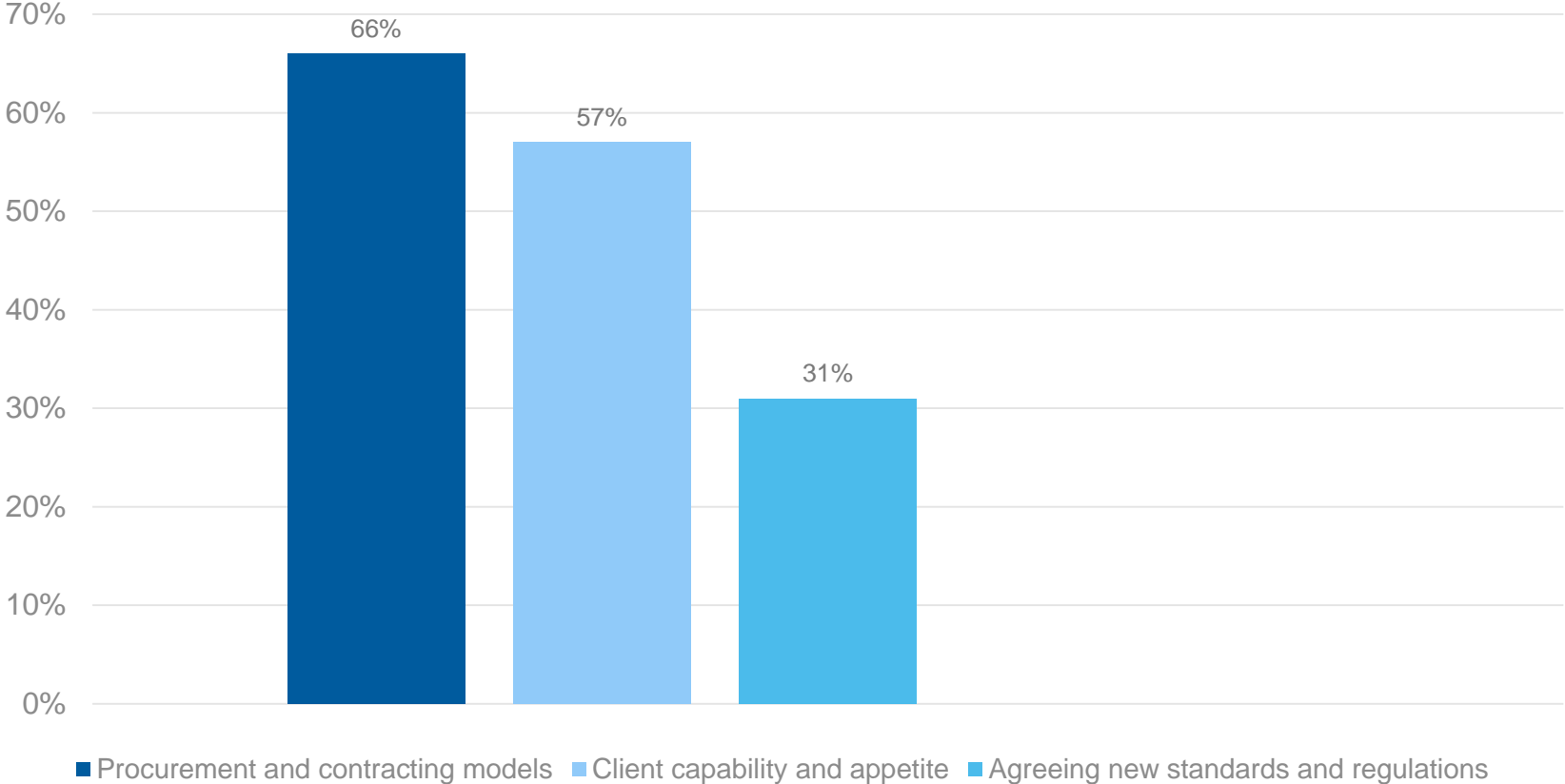
Enablers

- Provide engineering, end user and discipline specific experience/ knowledge to drive use of technology rather than IT / software Practitioners/ Technicians
- Education and a role model to demonstrate knowledge and appreciation
- Outcomes based procurement of programmes - to drive self investment through to payback
- A fundamental change to delivery models using digital & a move to a product approach
- Constructing Excellence helping to push the industry (though PQQs?) to ask manufacturers' for structured, interoperable, product data
- Dissemination of case studies demonstrating the benefits.
- Integration, collaboration and information sharing

Blockers

- Industry culture and lack of communication
- Leading with the technology aspect rather than the human aspects e.g. quality, process and data management for the use of technology to be effective
- Shared objectives and willingness to engage in transparent sharing
- Common platforms/technology rather than trying to integrate myriad proprietary software packages
- Client specifying and confusion of standards
- Investment, IT skills and evidence
- Lack of data
- Deciding on who owns the data
- Is it user friendly?

Top 3 barriers to embedding manufacturing technology into the built environment



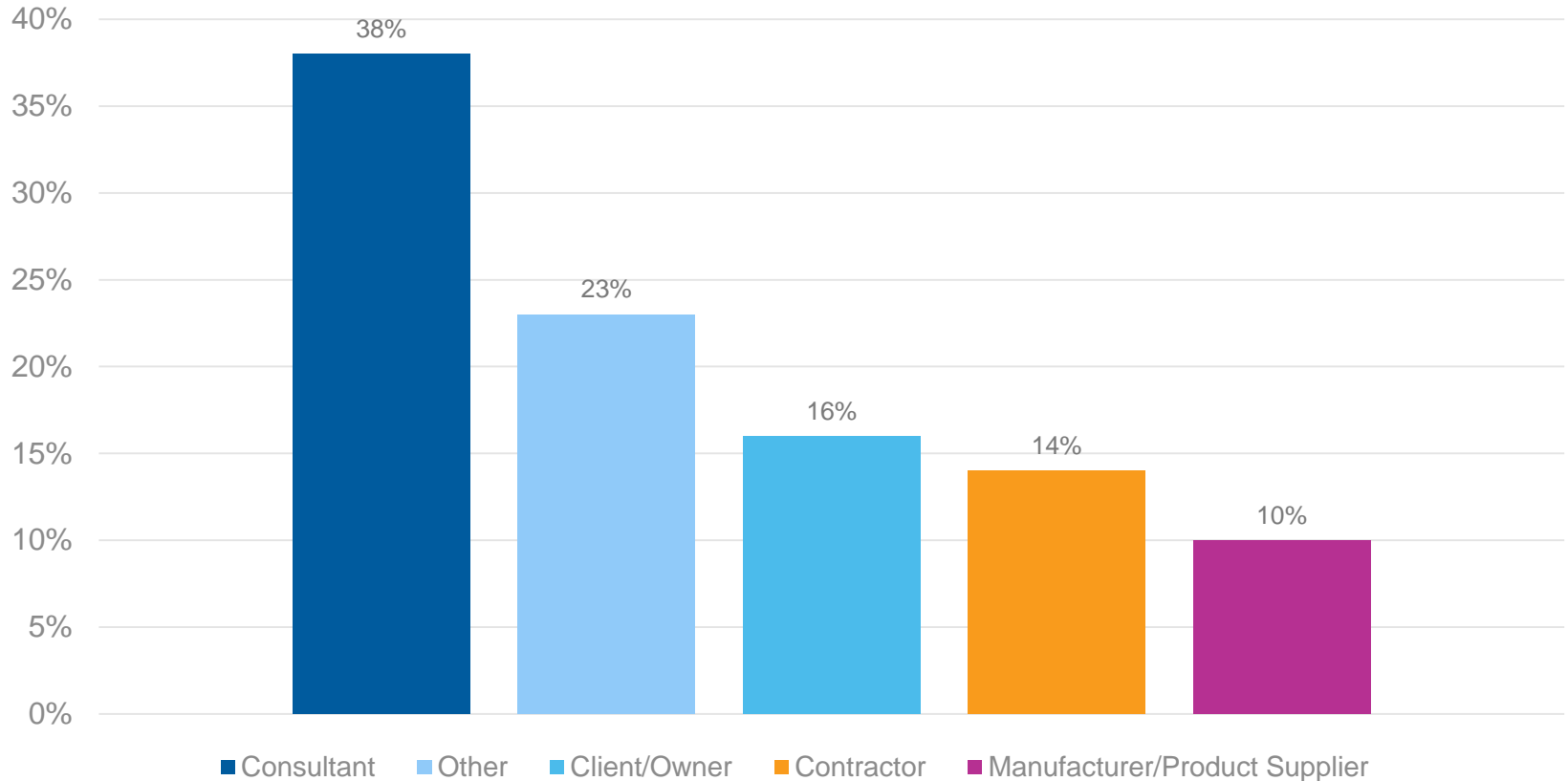
Opportunities

- Off-site manufacturing and opportunity to lead thinking from perspective of funders and developers
- Helping the industry to establish ways of working based on what it has learnt historically and to continue to move forwards
- Digital transformation
- Being a thought leader in the sectors in which we work
- Responding to sustainability agenda
- Components for construction platforms
- Alternative solutions to counteract uncertainty
- International standards
- Large infrastructure

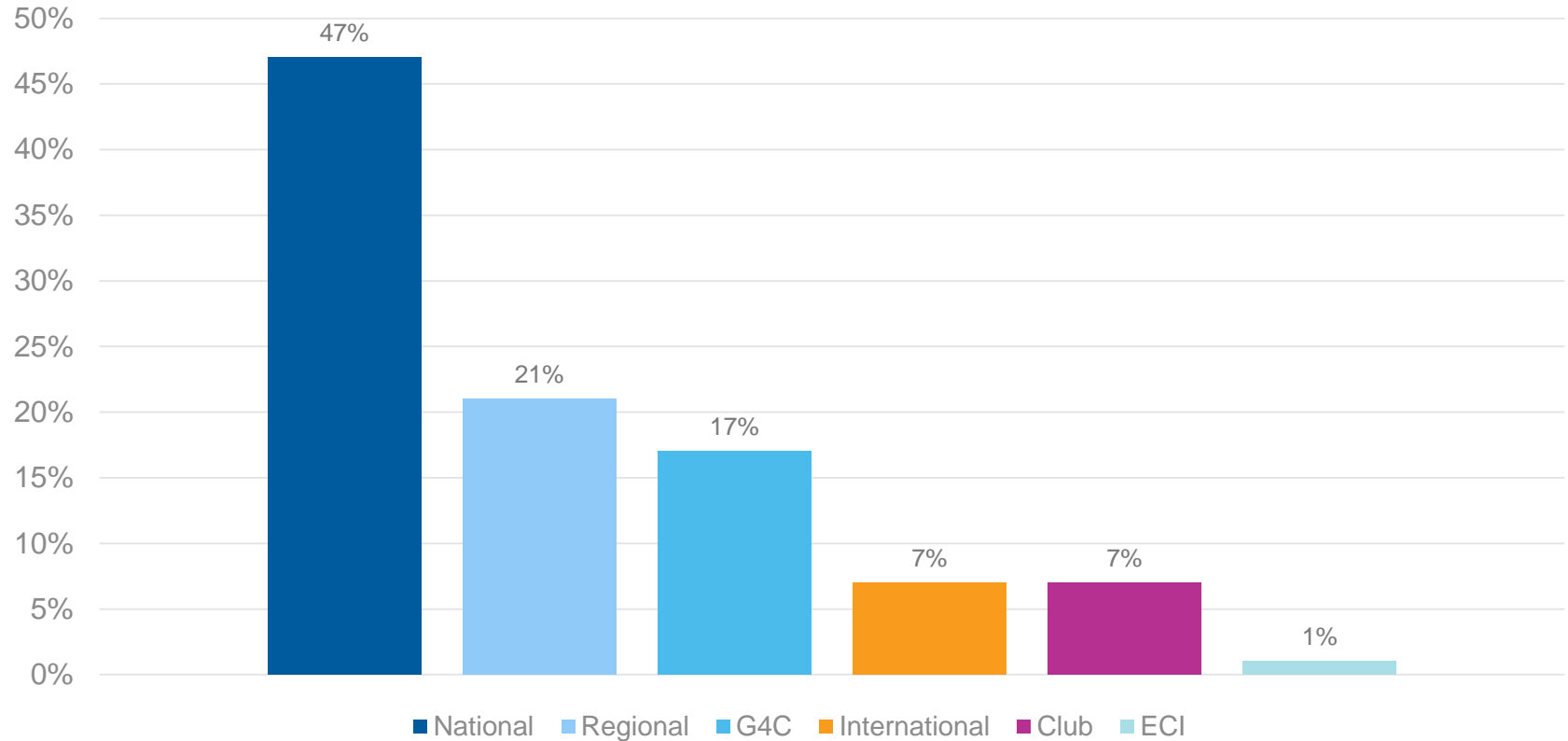
Challenges

- Gaining more power and authority
- The lowest cost tendering process that doesn't recognise value
- The rest of the industry not responding to the sustainability agenda
- Government direction
- Keeping up to pace with expectations
- Less digital transformation
- Brexit
- Uncertainty
- Recruitment
- Identifying a clear pipeline for construction platforms

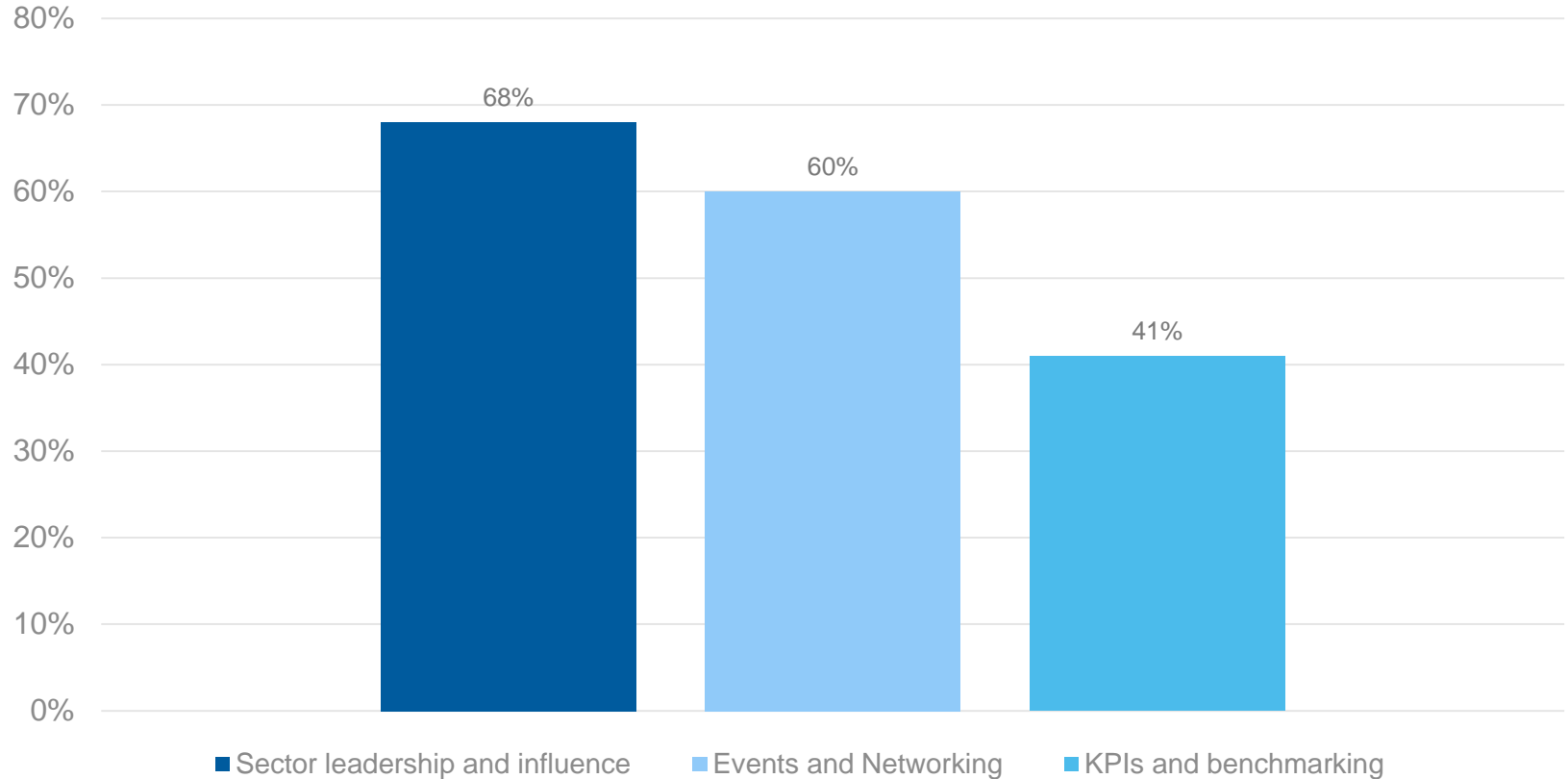
Main supply chain position



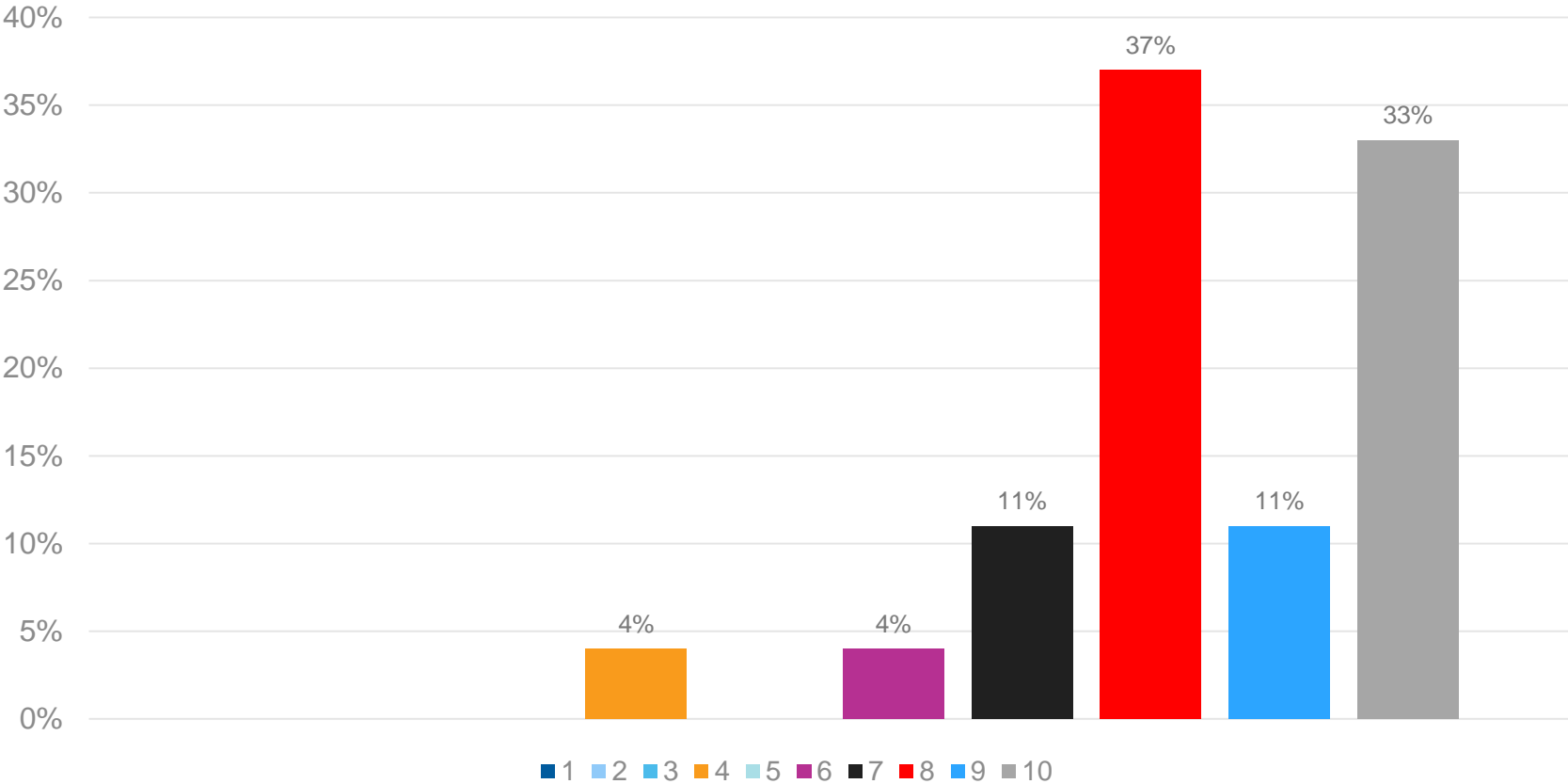
Constructing Excellence movement

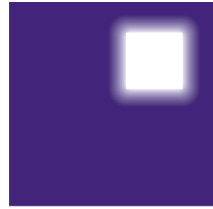


Top 3 elements of the Constructing Excellence strategy



Overall rating of the event





CONSTRUCTING EXCELLENCE

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building a better world together