THE CLIENT

Value to the client

- Improve speed to market
- Improve quality and reduce rework
- Improve reliability of project cost by reducing change orders

Proof of value

- Provide a compelling set of case studies which document value to the client
- Provide references: create a network of clients with experience to share
- Provide links to other work: McGraw Hill SmartMarket report, research findings, etc.

Process guidance

- Provide guidance on the optimal process
  - Early involvement of holistic team: Design team, CM or GC, major partners (manufacturers, trade partners, consultants)
  - Owner organization has process in place for decision making
  - Awareness of regulatory approval and inspections process
- Provide guidance on appropriate contractual framework, risk assignment and cash flow

Barriers for some organizations

- Procurement requirements, or perception of procurement requirements
  - Address with consultant and/or design/construction team’s experience, consider all options.
  - Provide case studies to aid clients in learning from other clients
- Labor relations
  - Accept that the process requires addressing labor concerns and issues; willingness to address them as an integrated team
GENERAL CONTRACTOR OR CONSTRUCTION MANAGER (GC/CM)

Value to the GC/CM

- Reduce schedule, allowing client to achieve greater speed to market
- Improve quality and reduce rework
- Improve reliability of project cost by reducing change orders
- Improve safety

Proof of value

- Provide a compelling set of case studies which document value to the client and to the GC/CM
- Provide references: create a network of GCs/CMs with experience to share
- Provide links to other work: McGraw Hill SmartMarket report, research findings, etc.

Process guidance

- Provide guidance on the optimal process
  - Early involvement of holistic team: Design team, CM or GC, major partners (manufacturers, trade partners, consultants)
  - GC/CM must provide talent and leadership
  - GC/CM must implement Integrated Project Delivery processes such as Target Value Design and continuous trending
  - Awareness of regulatory approval and inspection process, and inclusion of AHJs in advance of when approvals are needed to develop a plan for inspections
- Provide guidance on appropriate contractual framework, risk assignment and cash flow

Barriers for some organizations

- Labor relations
  - Provide case studies from past or ongoing projects (union and non-union) to demonstrate how results have been achieved
  - GC/CM, major trade partners, and manufacturers must be willing and able to act as one integrated team to work through the issues
  - Engage early with trades, before design has progressed, before bidding
DESIGN TEAM ARCHITECT, ENGINEERS (A/E)

Value to the A/E

• Improve design phase process and decision making, resulting in more predictable profitability
• Reduce construction administration costs
• Focus more on design value to the client – effective space layout for the purpose, aesthetics – and less on details that others can provide

Proof of value

• Provide a compelling set of case studies which document value to the client and to the A/E
• Provide references: create a network of A/E’s with experience to share
• Provide links to other work: McGraw Hill SmartMarket report, research findings, etc.

Process guidance

• Provide guidance on the optimal process
  o Early involvement of holistic team: Design team, CM or GC, major partners (manufacturers, trade partners, consultants)
  o A/E must provide talent and leadership
  o A/E must implement Integrated Project Delivery processes, no longer the traditional SD, DD, CD process
• Provide guidance on appropriate contractual framework, risk assignment and cash flow

Barriers for some organizations

• Past perception of modular
• Concern that services are being taken away from A/E
AUTHORITIES HAVING JURISDICTION (AHJs)

Value to the AHJs

- Simplify inspection process

Proof of value

- Provide a compelling set of case studies which document the process and any savings in time and effort for the AHJs
- Provide references: create a network of AHJs with experience to share

Process guidance

- Provide guidance on the optimal process
  - Invited in early to understand how and where construction will occur and make recommendations on inspection processes

Barriers for some organizations

- Building codes addressing modular construction, or perception of same
  - Provide case studies to aid AHJs in learning from other AHJs