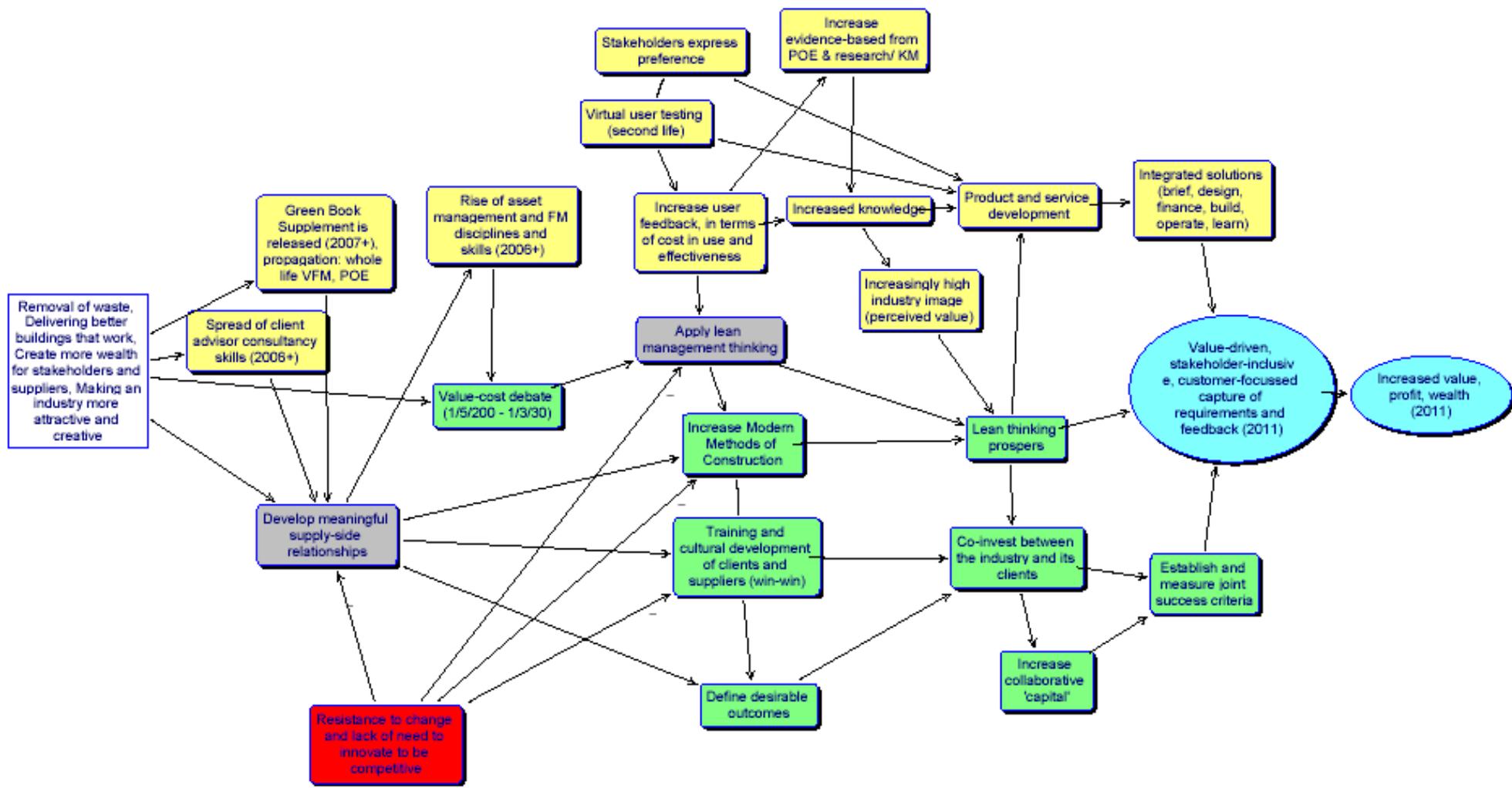


## **Increase Use of Inclusive Brief Formulation in Construction**

Inclusive brief formulation was taken to mean the business of making more sophisticated statement requirements. The drivers for change are removal of waste, delivering better buildings, creating more wealth for stakeholders, and making industry more attractive because of the feedback and respect. There are two scenarios, which are complementary and can not really be separated. The first is the 'what' scenario, that is the process of making better buildings, and the second is the 'how' scenario, which is about building an industry that actually values the process that it creates, much more relationship-based and get a share of the wealth through better process and better design quality.

The early events are the spread of client advisors and the rise of asset and facility management. The driver of better whole life value comes from the public sector as a main stakeholder. The technical aspect is to test the building using simulation techniques and feedback from POE, identifying costs in use, identifying what works and what does not work, and effectiveness, which goes back to report (evidence-based). This leads to the development of the fundamentals of product and service (including integrated solutions), which is pivotal to achieving value-driven, stakeholder-inclusive, customer-focussed, capture of requirements and feedback. This statement of action will then bring about performance improvement. The ultimate goal is to increase value, profit and wealth.

The other scenario highlights the need for a cultural change within the industry from the demand and supply side of the relationships. There is a need to change cultural belief in an industry that resists change and innovation. Lean thinking comes out as a very useful cross-over point, meaning finding out more about customer value. The central tenet is "what is valued by customers?" and how can the industry deliver the added value to the customers. Cultural change also means embracing appropriate attitudes for collaborative working between clients and service providers. Co-investing between industry and its clients in performance improvement initiatives will increase collaborative 'capital'. Establishing and measuring joint success criteria will help to identify areas for improvement and also help maintain relationships.



barrier
driver
goal
overlap
scenario A
scenario B