

## **Increased Importance of Knowledge Management and Information Sharing**

The goal of knowledge management and information sharing within this discussion is to eliminate or significantly reduce waste on projects by reducing the number of snags and defects, and also to measure it. Currently, knowledge sharing is driven by public sector clients, but not much by private sector clients due to copyright and competition. What the industry needs to do is to move from public sector clients sharing to private sectors clients being keen to share knowledge. Construction Excellence and its demonstration projects will enable this to move forward. There is also a need for well regarded industry-bodies to do it (e.g. ICE, RIBA etc) and the government to drive it forward via policies of reviewing standards. This will help to establish a sector performance forum and we could consequently generate an industry feedback system (such as in the aircraft industry) of what causes all the defects and snags.

The current problem is that the knowledge already exists, but it might be down at the operative or designer levels, and it has not captured and appropriately utilised. This is a matter of knowledge in the right time and right place. If the construction industry has a feedback system such as in the aircraft industry, where they send defects back to the manufacturer (e.g. Boeing), record it, analyse it and send this information to every operator about the aircraft, the industry will have zero defects, or much less defects, in the next 10 or 20 years. This external knowledge sharing will enhance the competitiveness of the overall industry. To achieve this desired outcome, the industry players have to embrace the appropriate attitudinal requirements. Failure to address this will represent a barrier to its realisation (e.g. clients 'stealing' knowledge for themselves).

The second scenario concerns the supporting IT and technology. The construction industry clearly needs some kind of IT process to manage the information that comes out of it. Initiatives such as AVANTI and IAI have been launched to enable this. This would depend on how they would penetrate the industry and how the industry would use them.

