



# CRC for Construction Innovation Research Conference 2003 Collaboration and Innovation

## Research Needs A John Holland Perspective Gerry Shutt

Based on a workshop held to define research needs:

- **Construction industry**
- **John Holland**

# Problems

- **Low margins**
- **Inequitable sharing of risk**
- **Adversarial contractual relationships**
- **High cost of tendering**
- **Commercial barriers**

# Outcomes

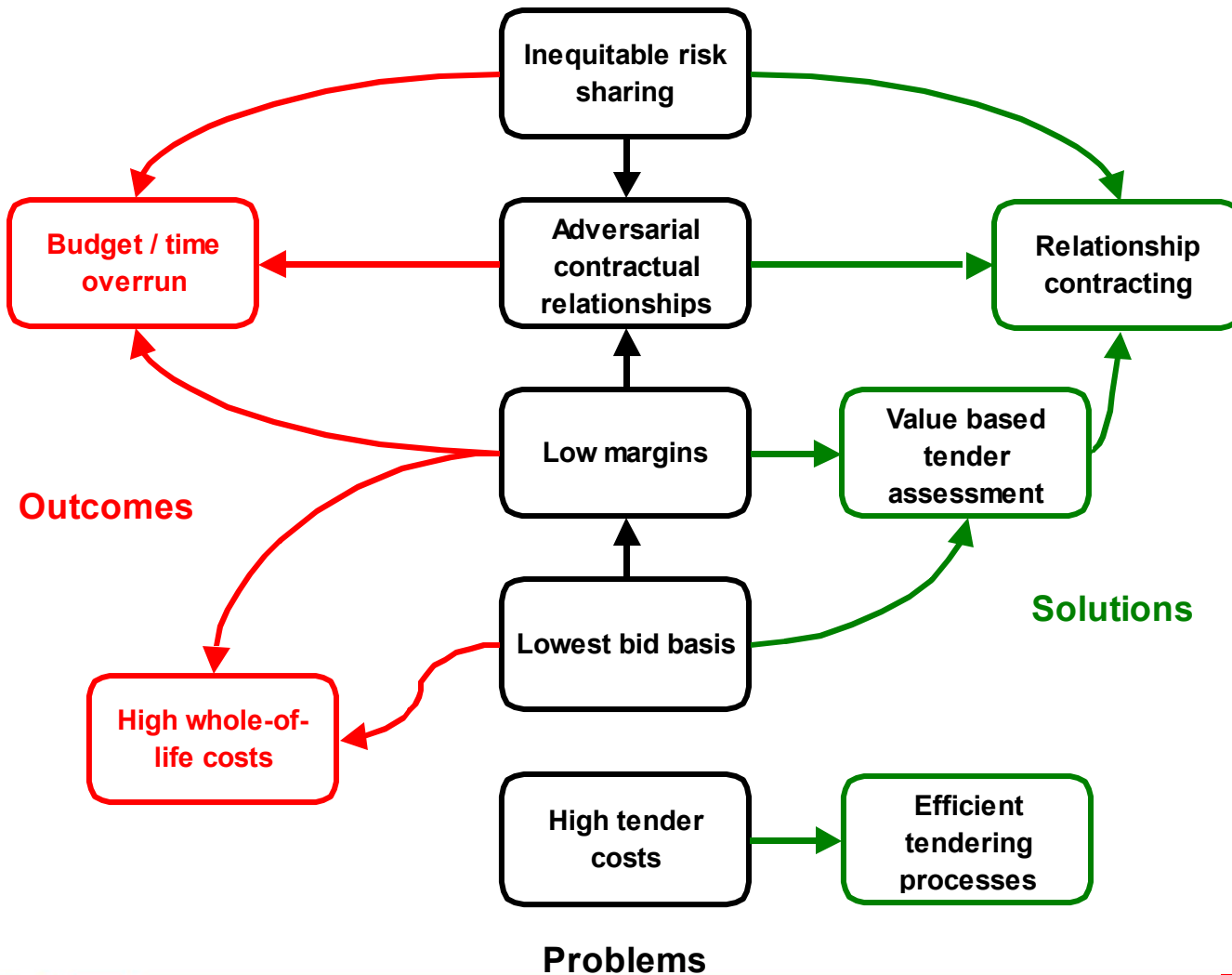
## Cost and Time

- **Budget overruns**
- **Late completion**
- **High whole-of-life costs**

# Some possible directions

- **More value based assessment of tenders**
- **A cultural change in the way we contract**
  - Risk sharing
  - Relationship contracting
- **Efficient selection processes**

# Procurement Issues



# What does a contractor want?

- **Profitable turnover**
  - **Competitive edge**
    - Innovation
    - Technology
    - Knowledge
    - Efficiency
- } Find, Win, Execute
- **Equitable risk sharing**
  - **Reduced tendering costs**

# Other industry issues

## Lack of young talent

- **Engineers**
- **Tradesmen**

How can the industry attract and maintain young talent?



# What research?

- **Value based assessment of tenders**
- **Culture of contracting**
  - Relationship contracting
  - Risk sharing
- **Efficient / economical tendering processes**
- **Operational / administrative efficiency**
- **e-business**

# Research Outcomes

It is relatively easy to initiate research that addresses the perceived needs of the industry

but

it's much more difficult to produce research **outcomes** that have a positive effect on the industry and deliver value to the industry participants