

THE BUSINESS CASE FOR CONSTRUCTION: 2018 OWNER TRENDS STUDY

An Invitation to Share Your Bold Story of Innovation

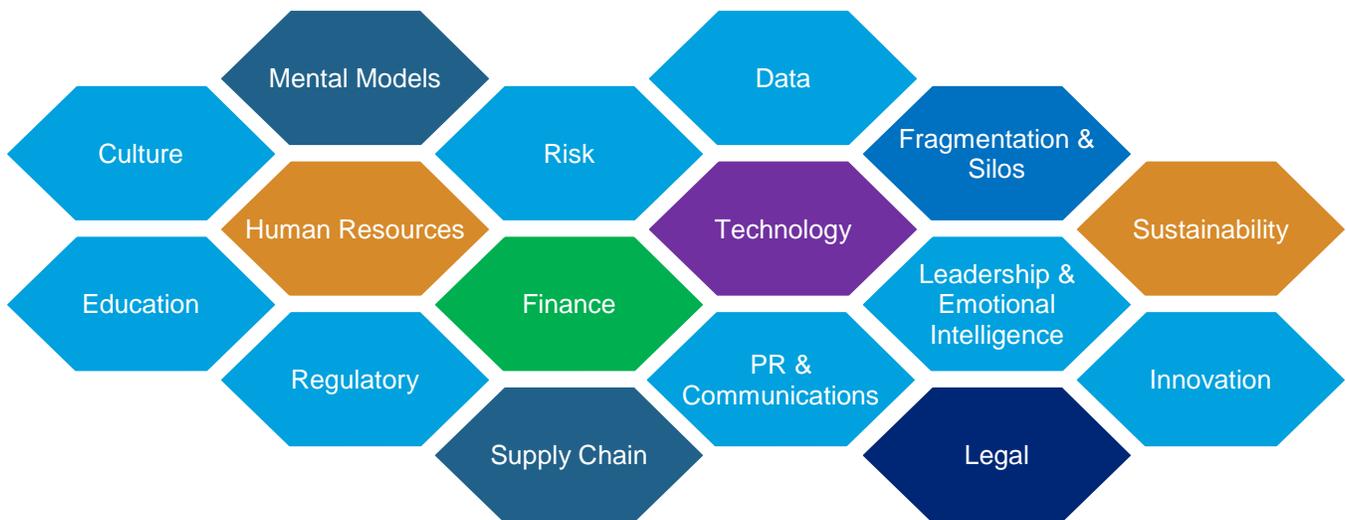
A TIME FOR REVOLUTIONARY CHANGE

Our industry is facing disruption. We will either do it to ourselves, or it will be done to us. Stephen Mulva and CII recently unveiled a draft Manifesto, which you can read in full on the reverse, calling for transformational change in our industry. Continuum Advisory Group has been a proud partner in this effort, coordinating workshops throughout the country that have provided input for this Manifesto.

In the summer of 2017, many members of CURT participated in one of these visioning workshops on redefining the capital program process and we are asking for your participation once again. What follows is a description of several key themes that emerged from these workshops, which lay the groundwork for the 2018 CURT Owner Trends Study.

KEY THEMES: OPPORTUNITIES AND CHALLENGES

The workshops that led to the manifesto prompted a rich discussion of the challenges of our industry, including thoughts regarding transparency, trust, under-funding of R&D and fragmentation. There were sixteen main themes that emerged from the discussion. Each of these themes are in some way interconnected, and in many cases, overlap. They formed a veritable mosaic of dimensions that operate interchangeably between one another – on a one-on-one basis, in clusters, and as a whole. Today, we invite you to share your stories and how your projects navigated and overcame these challenges to achieve project success.



LEADING STRATEGIES TO OPTIMIZE PROJECT OUTCOMES

Each year, Continuum Advisory Group partners with CURT to conduct an annual owner trends study. This year’s study will tie into the 2018 CURT National Conference theme of *Leading Strategies to Optimize Project Outcomes* and will highlight groundbreaking success stories of projects that overcame the challenges identified in the CII research described above to optimize project outcomes and ultimately define the business case for construction.

OPERATING SYSTEM 2.0 – A CONSTRUCTION INDUSTRY MANIFESTO

The leaders of the built environment recognize a need to revolutionize the way our industry delivers capital projects and programs to support financial and societal benefits. As the custodians of the infrastructure of modern society, we have a responsibility to achieve almost unimaginable improvements in cost, schedule, quality, and safety performance results to support the needs of our citizens. This can be done in a way that is value creating as opposed to value subtracting.

The choice is ours – to achieve these results in a way that creates value, or face value migration from external forces. To thrive in a dynamic and changing world, our industry must be adaptable, agile, and more responsive to the complex realities we face.

We believe in the following declaration of beliefs and intentions:

- 1. We will reduce the organizational layers and information gaps between the end user and those delivering the asset.**
- 2. We will deploy new financial vehicles to maximize financial and societal benefit.**
- 3. We will focus on the total cost of facility ownership.**
- 4. We will embrace true collaboration with better risk management that builds trust.**
- 5. We will value innovation, creativity, and inventiveness of people in order to meet the challenges in our built environment.**

We, the undersigned, firmly stand by this declaration of beliefs and intentions, and are committed to lead and bring about this change in our industry.

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