Software Transformation in the Built Environment:

From Design to Construction and Operations

June 5, 2026

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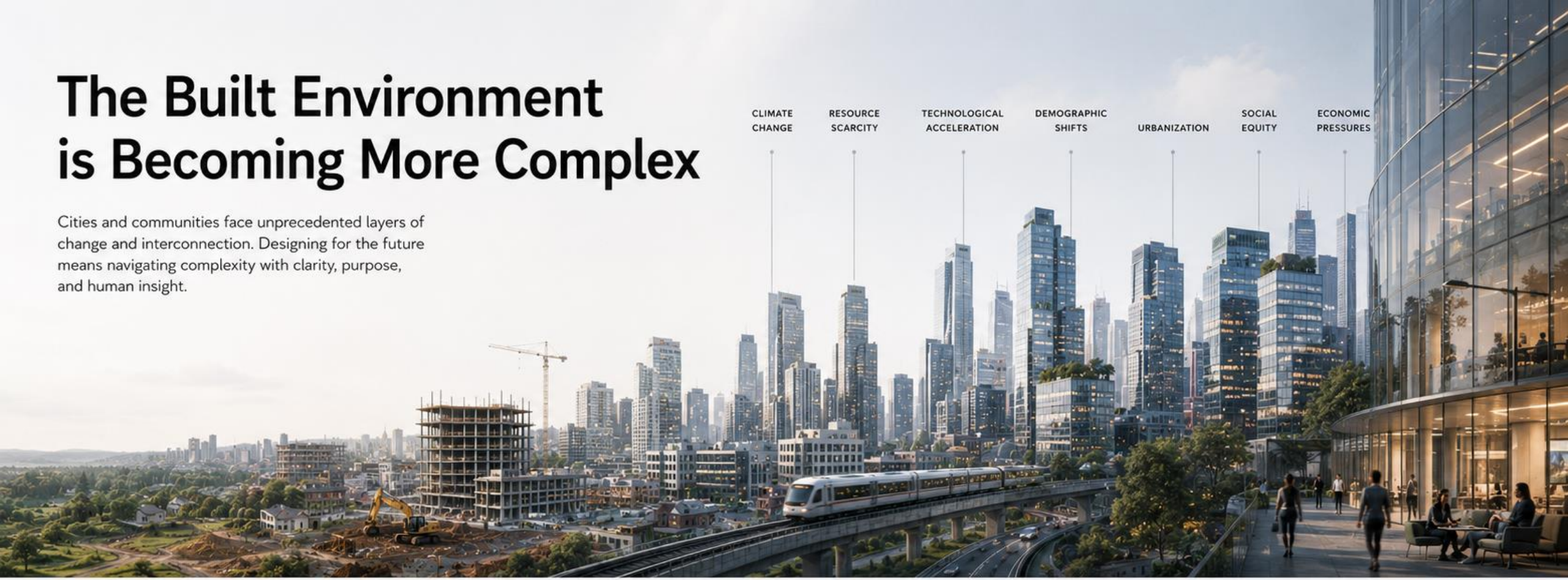
The Built Environment is Becoming More Complex

Cities and communities face unprecedented layers of change and interconnection. Designing for the future means navigating complexity with clarity, purpose, and human insight.



More People

Growing populations increase demand for housing, services, and public spaces.

More Infrastructure

Aging systems and new investments must work together to support future growth.

More Systems

Buildings, mobility, utilities, and digital networks are more integrated—and more interdependent.

More Data

Data-driven decisions unlock opportunity—but require trust, governance, and literacy.

More Interconnected

Global, local, and digital systems intersect, amplifying risk and opportunity.

Greater Impact

Every decision shapes resilience, well-being, and the future of our planet.

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Buildings are no longer static physical assets.

FROM: STATIC

Built once.
Used as-is.

TO: DYNAMIC

Continuously adapting.

Always optimizing.

ENERGY PERFORMANCE

-18%
vs last month

INDOOR ENVIRONMENT

Temp	22.4°C
Humidity	45%
IAQ	Good

PREDICTIVE MAINTENANCE

2 issues predicted
3 resolved

SPACE UTILIZATION

78%
Average Utilization

CARBON FOOTPRINT

-24%
vs baseline

DATA-DRIVEN INSIGHTS | REAL-TIME MONITORING | SUSTAINABLE OPERATIONS | ENHANCED EXPERIENCE | OPTIMIZED PERFORMANCE

CONNECTED SYSTEMS | SHARED DATA | CLOUD PLATFORM | AI-POWERED INSIGHTS

SMARTER BUILDINGS.
BETTER OUTCOMES.
A SUSTAINABLE FUTURE.

INTELLIGENT BUILDINGS. REAL-TIME DATA. BETTER DECISIONS. BUILT FOR WHAT'S NEXT.

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They are becoming intelligent, connected, and data-driven environments.

INTELLIGENT
AI and analytics turn data into actionable insights.

CONNECTED
Systems, people, and devices seamlessly linked.

DATA-DRIVEN
Real-time data powers better decisions.

SUSTAINABLE
Smarter operations for a better, more sustainable future.

SENSE
Real-time data from every corner

CONNECT
Integrated systems and IoT devices

ANALYZE
AI and analytics generate insights

ACT
Automated actions and optimization

IMPACT
Better experiences. Lower costs. Higher value.

SMARTER BUILDINGS.
STRONGER PERFORMANCE.
SUSTAINABLE FUTURE.

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Owners expect:

FASTER DELIVERY
Complete projects on time, every time.

LOWER COST
Maximize value and minimize total cost.

BETTER SUSTAINABILITY PERFORMANCE
Reduce impact. Build for a better future.

HIGHER OPERATIONAL EFFICIENCY
Optimize operations. Deliver long-term value.

STRONGER RETURNS
Better outcomes for your investments.

REDUCED RISK
Data-driven decisions and greater predictability.

FUTURE READY
Resilient, sustainable and adaptable assets.

SMARTER OPERATIONS
Efficiency today, performance tomorrow.

30%
Faster Project Delivery
On average

12–20%
Lower Total Cost
Across the project lifecycle

20–30%
Improved Sustainability
Lower carbon, higher impact

15–25%
Higher Operational Efficiency
Lower OpEx, higher performance

BETTER PROJECTS. | STRONGER ASSETS. | GREATER VALUE. | DELIVERING WHAT OWNERS EXPECT.

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Industry Challenges

COMPLEX PROJECTS. HIGHER EXPECTATIONS. GREATER RESPONSIBILITY.

INCREASING PROJECT COMPLEXITY

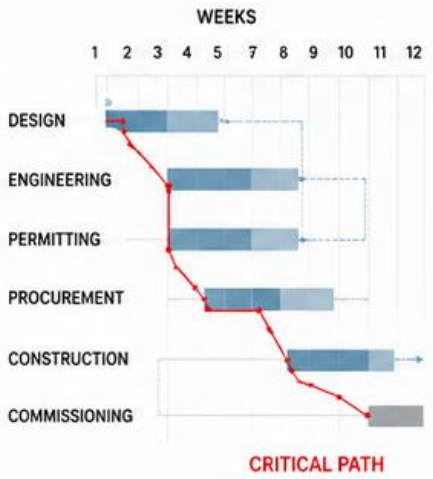
Projects involve more systems, stakeholders, sites, and variables than ever before.

NET-ZERO CARBON TARGETS

Decarbonization goals require smarter design decisions and sustainable solutions.

SHORTER PROJECT SCHEDULES

Owners expect faster delivery without compromising quality or safety.



COORDINATION ACROSS MULTIPLE DISCIPLINES

Successful delivery depends on seamless collaboration across diverse teams and systems.

GROWING DEMAND FOR OPERATIONAL DATA AFTER PROJECT COMPLETION

Owners need data-driven insights to operate efficiently, reduce costs, and improve performance.

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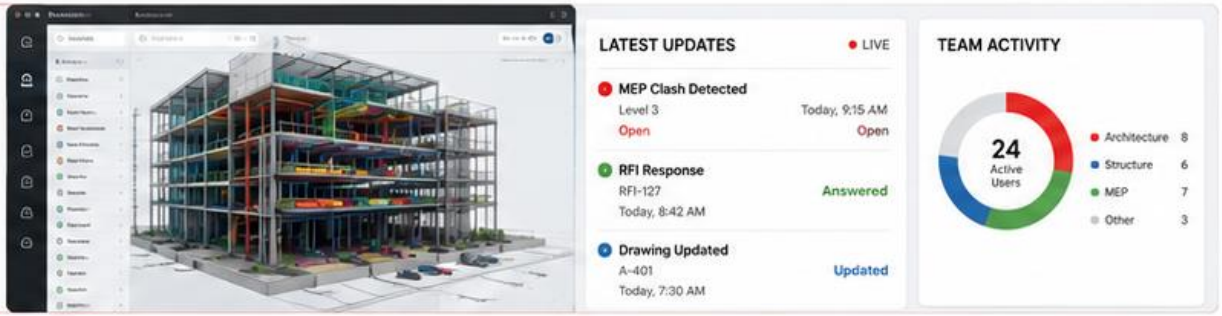
Why Software Matters

Software is no longer just a drafting or calculation tool.

It is now:

A COLLABORATION PLATFORM

Real-time sharing, coordination, and communication for all project teams.

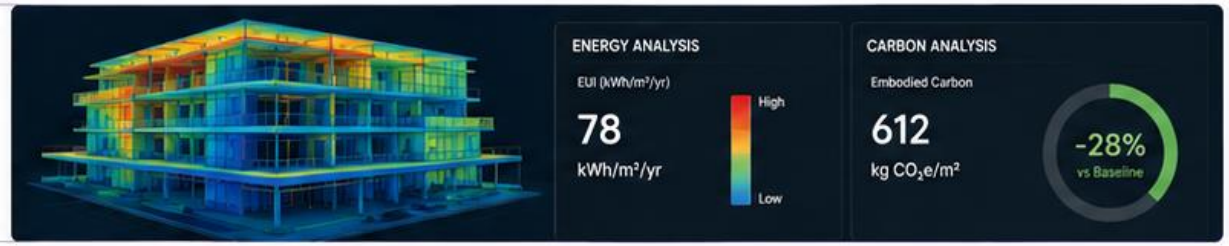


A DECISION-MAKING PLATFORM

Centralized data and analytics empower smarter, faster, data-driven decisions.

A SIMULATION PLATFORM

Model, simulate, and optimize performance across cost, time, energy, and sustainability.



AN OPERATIONAL PLATFORM

Monitor, manage, and optimize building performance throughout its operational life.

IMPROVED COLLABORATION
Better coordination, fewer errors, less rework.

BETTER DECISIONS
Informed choices lead to better outcomes.

HIGHER EFFICIENCY
Automated workflows save time and resources.

SUSTAINABLE PERFORMANCE
Optimize environmental and operational performance.

LONG-TERM VALUE
From design to operations, delivering lasting value.

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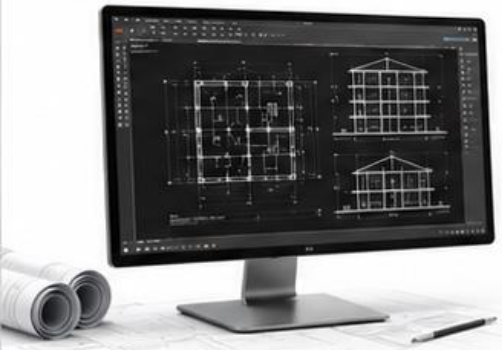
EVOLUTION OF SOFTWARE IN THE BUILT ENVIRONMENT:

From CAD to BIM to Digital Twins to AI

DESIGN | BUILD | OPERATE | SUSTAIN

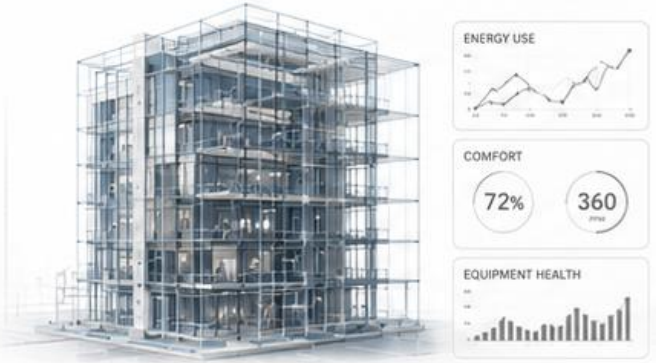
Smarter software.
Stronger buildings.
Better future.

1 CAD
Draw.



2 BIM
Design. Coordinate. Build.

3 DIGITAL TWINS
Connect. Monitor. Predict.



4 AI
Learn. Optimize. Transform.

- Generative Design
- Predictive Analytics
- Intelligent Automation
- Prescriptive Insights

Digital drafting and documentation

Integrated models and collaboration

Real-time data and simulation for performance insights

Intelligent systems that continuously improve outcomes

ONE CONTINUOUS JOURNEY. ONE CONNECTED DATA FLOW. **ENDLESS POSSIBILITIES.**

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STAGE 1 —

CAD ERA

(1980s–2000s)

THE FOUNDATION OF DIGITAL DESIGN

Replaced manual drafting
Digital tools replaced paper and pencil.

Increased drawing productivity
Faster creation, editing, and reproduction of drawings.

Mostly 2D documentation
Plans, elevations, sections, details produced in 2D.

Information remained fragmented
Data stored in separate files with little to no connectivity.

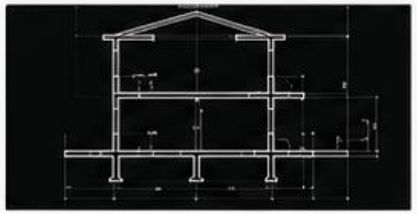
ENABLING DIGITAL DRAWING

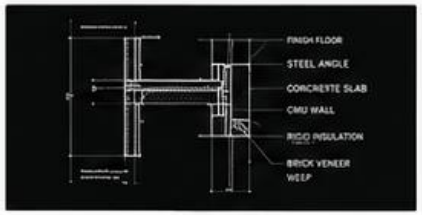
From paper to screen

MOSTLY 2D DOCUMENTATION


FLOOR PLAN


ELEVATION


SECTION



DETAILS

INFORMATION REMAINED FRAGMENTED

ARCHITECTURE
Different file

STRUCTURAL
Different file

MEP
Different file

SPECIFICATIONS
Different file

COST ESTIMATE
Estimated separately

THE CHALLENGE

- Silos
- Manual coordination
- High risk of errors and omissions
- Version control issues
- Difficult to manage changes

CAD WAS A MAJOR STEP FORWARD, BUT INFORMATION REMAINED DISCONNECTED.

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STAGE 2 —

BIM ERA

(2000s–Present)

Building Information Modeling transformed drawings into intelligent objects.

EXAMPLES:

- **Walls** know they are walls
- **Doors** know their dimensions
- **Equipment** contains performance data

FROM LINES & TEXT TO INTELLIGENT, DATA-RICH MODELS

CAD — Lines & Text → 3D MODELING — Geometry → BIM — Information → COLLABORATION — Coordinated → BETTER OUTCOMES — Higher Value

WALL
Type: Exterior – Brick on CMU
Thickness: 250 mm
Fire Rating: 2 Hr
U-Value: 0.35 W/m²K

DOOR
Type: Single Flush
Width: 900 mm
Height: 2100 mm
Fire Rating: 90 Min

AHU-01 (EQUIPMENT)
Type: Air Handling Unit
Capacity: 5,000 CFM
Power: 15 kW
Efficiency: 78%

BIM CONNECTS INFORMATION, IMPROVES ACCURACY, AND ENHANCES COLLABORATION.

- Better Collaboration
- Fewer Errors & Clashes
- Richer Data & Insights
- Improved Efficiency
- Better Decisions

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STAGE 3

DIGITAL TWIN ERA

ONE CONNECTED MODEL. MULTIPLE BENEFITS.

DIGITAL TWINS CONNECT:

DESIGN DATA
Accurate 3D models, specifications, and intent

CONSTRUCTION DATA
Schedules, progress, costs, RFIs, and changes

OPERATIONAL DATA
Asset information, maintenance records, and system data

REAL-TIME SENSOR INFORMATION
Live data from IoT devices and building systems

A digital twin is not just a model. It is a **living representation of the building.**

ONE CONNECTED MODEL. MULTIPLE BENEFITS.

BETTER DECISIONS
Data-driven insights

PROACTIVE OPERATIONS
Predict issues before they happen

LOWER COSTS
Optimize performance and resources

IMPROVED RESILIENCE
Respond faster to changes and risks

GREATER VALUE
Improve occupant experience and asset value

PERFORMANCE INSIGHTS

ENERGY PERFORMANCE

↓ 18%
vs last month

72%
Efficiency

ASSET HEALTH

92 /100
Good

SPACE UTILIZATION

68%
Average

REAL-TIME ALERTS

- AHU-02 Temperature High
- Maintenance Due: Pump-01

Last updated: 2 min ago

DESIGN
Plan with accurate data and analysis →

CONSTRUCT
Track progress in real time →

OPERATE
Monitor performance and systems →

MAINTAIN
Predict, plan, and perform maintenance →

OPTIMIZE
Continuously improve performance and value

CONTINUOUS DATA FLOW ACROSS THE BUILDING LIFECYCLE

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STAGE 4

AI ERA (TODAY)

AI IS BEGINNING TO:

GENERATE DESIGN OPTIONS
Explore more possibilities, faster and smarter.

ANALYZE PERFORMANCE
Evaluate energy, cost, carbon, and more in real time.

AUTOMATE DOCUMENTATION
Produce drawings, schedules, and reports automatically.

DETECT CLASHES
Identify conflicts early and reduce rework.

PREDICT CONSTRUCTION RISKS
Forecast issues before they happen and take proactive action.

AI + BUILT ENVIRONMENT = SMARTER OUTCOMES

DATA + AI
Turn data into actionable insights

MACHINE LEARNING
Continuously learns and improves

PREDICTIVE INSIGHTS
Anticipate outcomes and risks

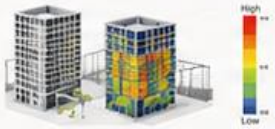
HUMAN + AI
Amplify human expertise

BETTER DECISIONS
Optimize design, cost, time and performance

GENERATIVE DESIGN

Multiple design options in minutes.

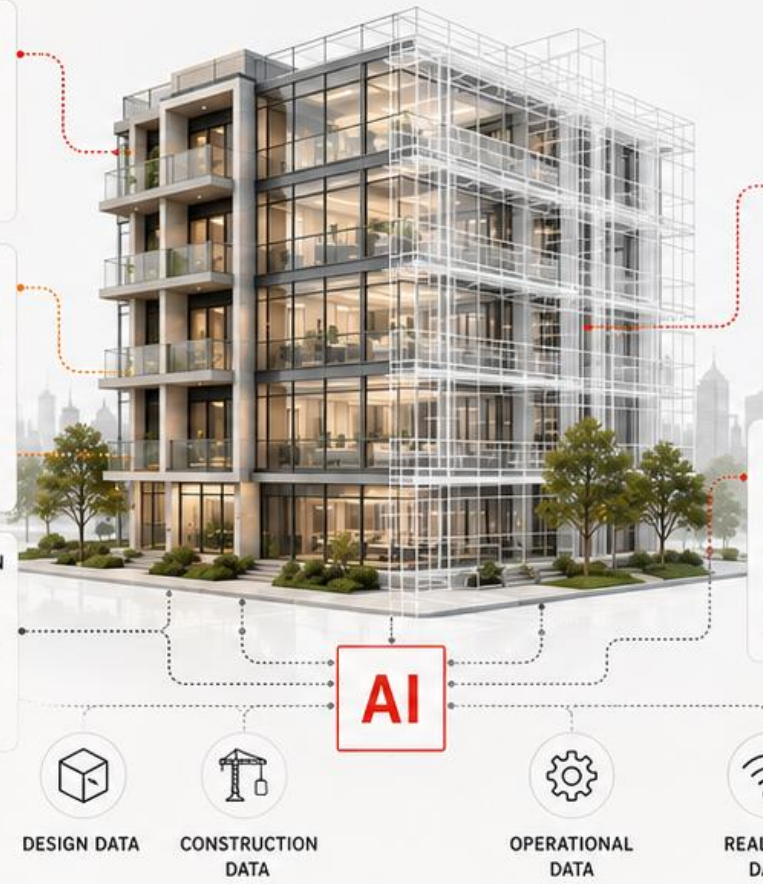
PERFORMANCE ANALYSIS



Energy | Carbon | Daylight
Cost | Comfort | More

AUTOMATED DOCUMENTATION

Sheets, schedules and reports—automatically.



CLASH DETECTION

Identify clashes early. Reduce rework.

RISK PREDICTION

Predict delays, cost overruns and site risks.

AI-POWERED DASHBOARD

PROJECT HEALTH

Time	On Track
Cost	On Track
Quality	Good
Safety	Good

CARBON PERFORMANCE

↓ 22%
vs baseline

CONSTRUCTION RISK

Schedule Risk	Low
Cost Risk	Low
Quality Risk	Low
Safety Risk	Medium

TOP AI INSIGHTS

- Optimize façade design to reduce energy use by 18%
- Change in sequencing can reduce project duration by 12 days
- High risk of delay in MEP rough-in due to material lead time

THE DISCUSSION IS SHIFTING FROM:

"CAN SOFTWARE DRAW?"

TO

"CAN SOFTWARE HELP US MAKE BETTER DECISIONS?"

Better decisions.
Better projects.
Better future.

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SOFTWARE IN ARCHITECTURAL DESIGN

Architects have traditionally been **creators of space.**

Today, we are increasingly becoming **managers of information.**

INFORMATION
Centralized, accurate and connected

COLLABORATION
Real-time coordination across disciplines

INSIGHTS
Data-driven decisions and simulation

EFFICIENCY
Automated workflows and documentation

SUSTAINABILITY
Better performance for a better future

THE SHIFT

FROM DRAWING
Lines, shapes, documents

→

TO INFORMATION MANAGEMENT
Data, connections, decisions

> We don't just design buildings.
> We design **better outcomes.**

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COMPUTATIONAL DESIGN

Software now allows architects to **define rules** rather than manually draw every solution.

We design the logic.
The software explores the possibilities.
We choose the best outcome.

EXAMPLES

PARAMETRIC FACADES
Responsive building skins driven by performance and context.

SPACE OPTIMIZATION
Optimize layouts for daylight, views, circulation, and program requirements.

COMPLEX GEOMETRIES
Create and refine intricate forms that are difficult or impossible to draft manually.

AUTOMATED ITERATIONS
Generate and evaluate hundreds of design options in minutes, not weeks.

AN INTELLIGENT DESIGN PROCESS

1 DEFINE GOALS
- Performance
- Regulations
- Aesthetics
- Constraints

→

2 SET RULES
- Parameters
- Relationships
- Conditions
- Objectives

→

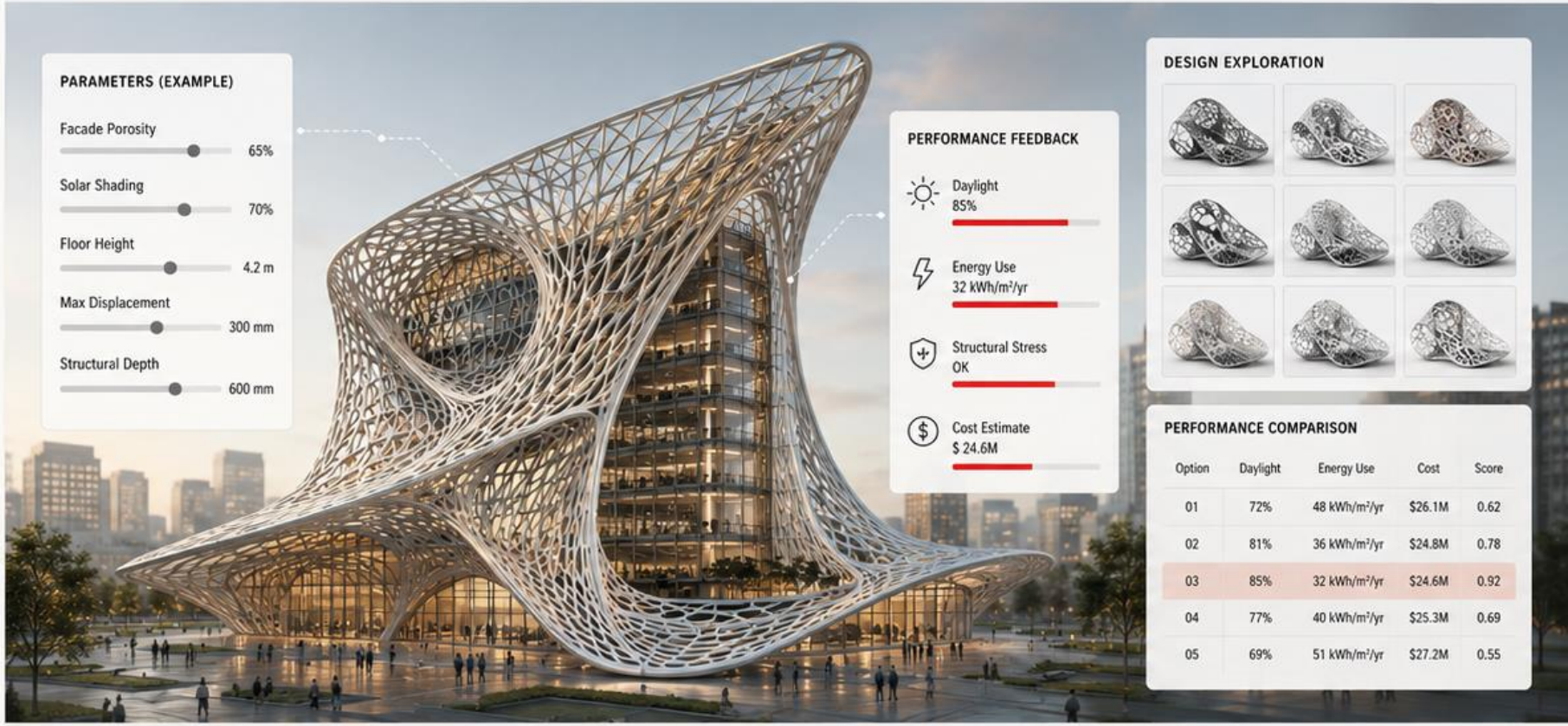
3 GENERATE OPTIONS
- Automated exploration
- Hundreds of iterations

→

4 EVALUATE & ANALYZE
- Performance analysis
- Multi-criteria evaluation

→

5 CHOOSE & REFINE
- Best solution
- Refine
- Document



Option	Daylight	Energy Use	Cost	Score
01	72%	48 kWh/m²/yr	$26.1M	0.62
02	81%	36 kWh/m²/yr	$24.8M	0.78
03	85%	32 kWh/m²/yr	$24.6M	0.92
04	77%	40 kWh/m²/yr	$25.3M	0.69
05	69%	51 kWh/m²/yr	$27.2M	0.55

Technology explores. Architects decide.

Computational design empowers architects to move beyond drawing—to define intent, explore more possibilities, and deliver better outcomes for every project.

SAVE TIME
Automate routine tasks and iterations

FOCUS ON DESIGN
More time for creativity, strategy, and innovation

BETTER DECISIONS
Data-driven insights lead to better outcomes

HIGHER VALUE
Deliver better design and client value

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BIM AS THE FOUNDATION

Building Information Modeling is the digital foundation of modern architectural practice.

GEOMETRY
3D Model

INFORMATION
Properties

DOCUMENTS
Drawings & Sheets

SCHEDULES
Quantities & Data

COORDINATION
Clash & Issues

- **ARCHITECTURE**
- **STRUCTURE**
- **MEP**
- **CIVIL**
- **LANDSCAPE**

MODERN ARCHITECTURAL PRACTICE RELIES ON BIM PLATFORMS FOR:

DESIGN AUTHORING
Create intelligent 3D models with real-world data.

DOCUMENTATION
Produce accurate drawings, schedules, and reports.

COORDINATION
Detect clashes and resolve issues early.

DATA MANAGEMENT
Manage and share structured information across the lifecycle.

BENEFITS

REDUCED ERRORS
Clash detection and validation reduce rework and construction errors.

BETTER INTERDISCIPLINARY COLLABORATION
A shared model improves communication and decision-making.

MORE RELIABLE DOCUMENTATION
Consistent, accurate, and up-to-date deliverables throughout the project.

ONE MODEL. MANY DISCIPLINES. ONE SOURCE OF TRUTH.

ARCHITECT
Design Intent

STRUCTURAL ENGINEER
Structural Analysis

MEP ENGINEER
Systems Design

CONTRACTOR
Construction Planning

FACILITY MANAGER
Operations & Maintenance

CONNECTED DATA
From design to construction to operations.

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AI IN ARCHITECTURAL DESIGN

AI-ASSISTED DESIGN.

Artificial intelligence is becoming a powerful co-pilot in the architectural design process.

CURRENT AI APPLICATIONS

CONCEPT GENERATION
Generate multiple design concepts based on goals, context, and preferences.

PROGRAMMING ANALYSIS
Analyze program requirements, adjacencies, and site constraints to optimize layouts.

DESIGN OPTION EXPLORATION
Explore hundreds of massing and facade options to find the best-performing solutions.

CODE & COMPLIANCE REVIEW
Automatically check codes, accessibility, fire egress, and zoning requirements.

DOCUMENTATION SUPPORT
Automate drawings, schedules, legends, and reports to save time and reduce errors.

AI WORKS WITH YOU, EVERY STEP OF THE WAY

INPUT
Goals, site data, requirements

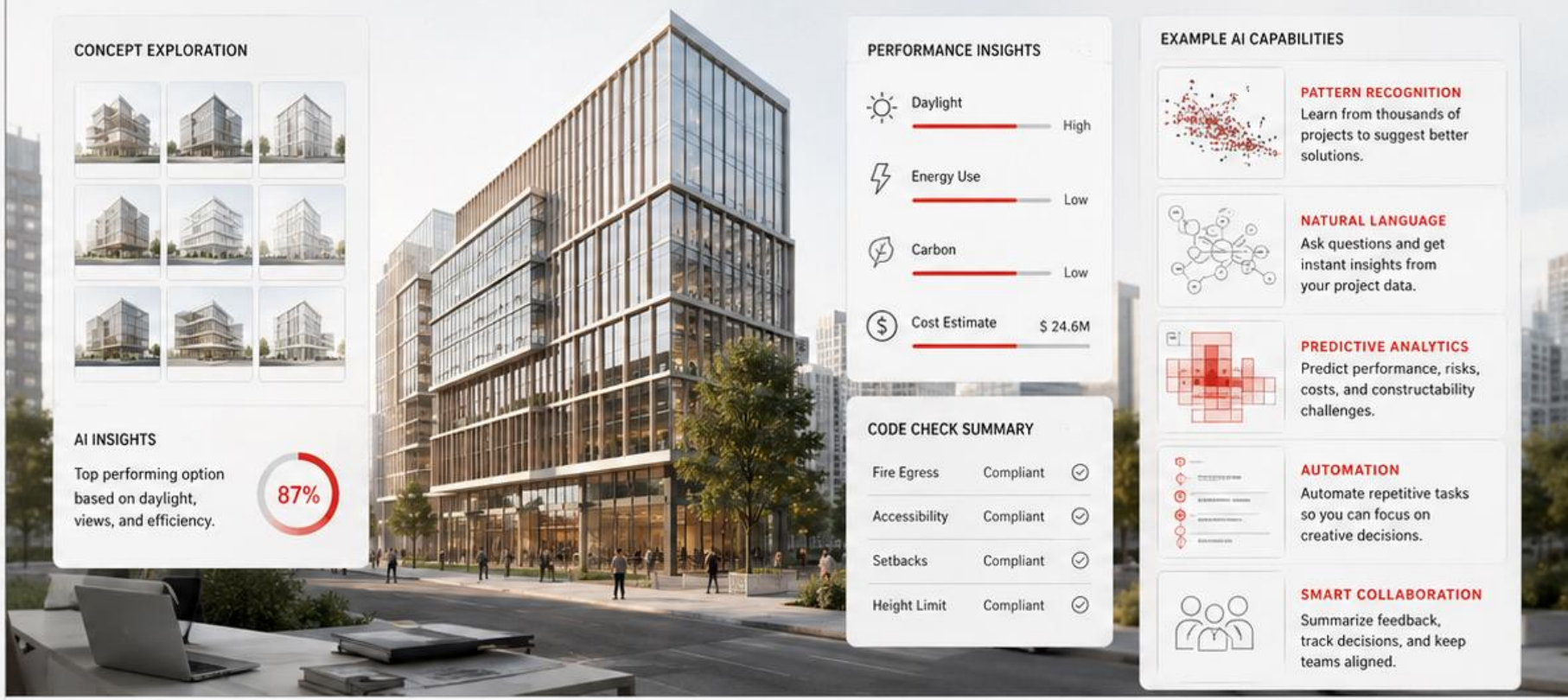
AI ANALYSIS
Understand context and constraints

GENERATE OPTIONS
Multiple design alternatives

EVALUATE
Performance, cost, compliance, feasibility

REFINE
Iterate and improve with AI insights

DECIDE
Make informed design decisions



CONCEPT EXPLORATION

AI INSIGHTS

Top performing option based on daylight, views, and efficiency.

87%

PERFORMANCE INSIGHTS

Daylight	High
Energy Use	Low
Carbon	Low
Cost Estimate	$ 24.6M

CODE CHECK SUMMARY

Fire Egress	Compliant
Accessibility	Compliant
Setbacks	Compliant
Height Limit	Compliant

EXAMPLE AI CAPABILITIES

PATTERN RECOGNITION
Learn from thousands of projects to suggest better solutions.

NATURAL LANGUAGE
Ask questions and get instant insights from your project data.

PREDICTIVE ANALYTICS
Predict performance, risks, costs, and constructability challenges.

AUTOMATION
Automate repetitive tasks so you can focus on creative decisions.

SMART COLLABORATION
Summarize feedback, track decisions, and keep teams aligned.

AI is not replacing architects.
It is reducing repetitive work and allowing architects to focus on higher-value design thinking.

SAVE TIME
Automate routine tasks and iterations

FOCUS ON DESIGN
More time for creativity, strategy, and innovation

BETTER DECISIONS
Data-driven insights lead to better outcomes

HIGHER VALUE
Deliver better design and client value

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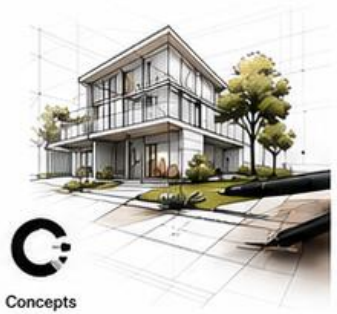
ARCHITECTURAL DESIGN SOFTWARE

FROM SKETCH THROUGH DOCUMENTATION

01 CONCEPT SKETCHING & IDEATION

Freehand sketching and digital drawing to explore ideas quickly.



Sketchbook · Procreate · Photoshop · Morpholio Trace · Concepts

02 MASSING & EARLY DESIGN

3D massing and form exploration to test design intent.

SketchUp · Rhino · FormIt · Blender

03 COMPUTATIONAL & PARAMETRIC DESIGN

Algorithmic and parametric tools to generate and refine complex forms.

Grasshopper · Dynamo · Houdini

04 BIM & DESIGN DEVELOPMENT

Building information modeling to develop coordinated, data-rich designs.

Revit · Archicad · OpenBuildings Designer · Vectorworks Architect

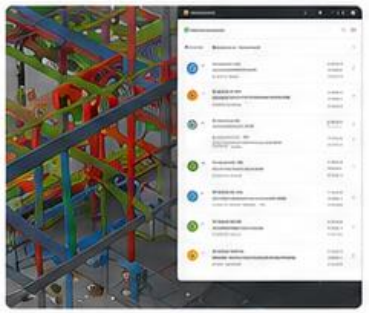
05 VISUALIZATION & RENDERING

Real-time and photo-realistic visualization to communicate design.

Enscape · Twinmotion · Lumion · V-Ray

06 COORDINATION & CLASH DETECTION

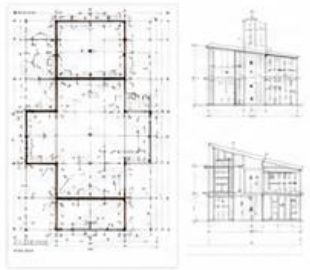
Model coordination, clash detection and quality assurance.



Navisworks · Solibri · Revizto

07 DOCUMENTATION & CONSTRUCTION DRAWINGS

Produce coordinated drawings, schedules and details.



AutoCAD · Revit · Archicad

08 PROJECT COLLABORATION & CDE

Cloud platforms for sharing, collaboration and project data management.

Autodesk Docs · SharePoint Revizto · BIM 360 · Procore

09 AI-ASSISTED DESIGN (EMERGING)

AI tools to enhance creativity, automate tasks and support decision making.

Midjourney · ChatGPT · Stable Diffusion · Veras · TestFit

SKETCH Concept & Ideas → **MODEL** 3D Form & Massing → **DESIGN** Develop & Refine → **BIM** Intelligent Modeling → **COORDINATE** Collaborate & Check → **DOCUMENT** Drawings & Docs → **DELIVER** Build & Operate

RIGHT TOOLS. BETTER DESIGN. STRONGER COLLABORATION.

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Adobe Founders Tower
San Jose, California

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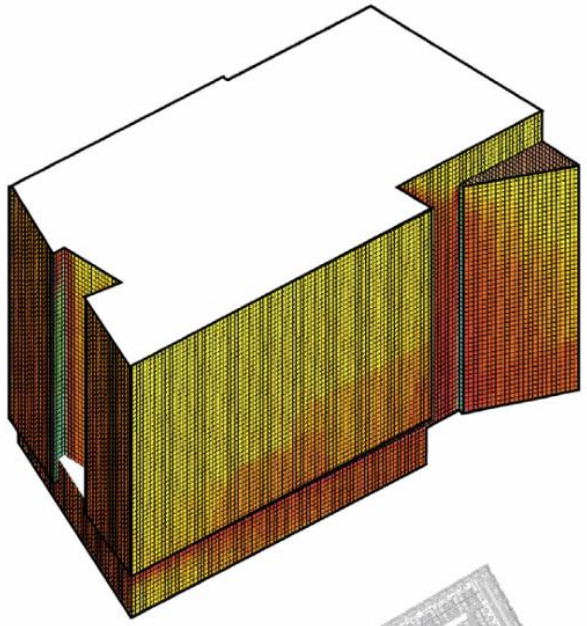
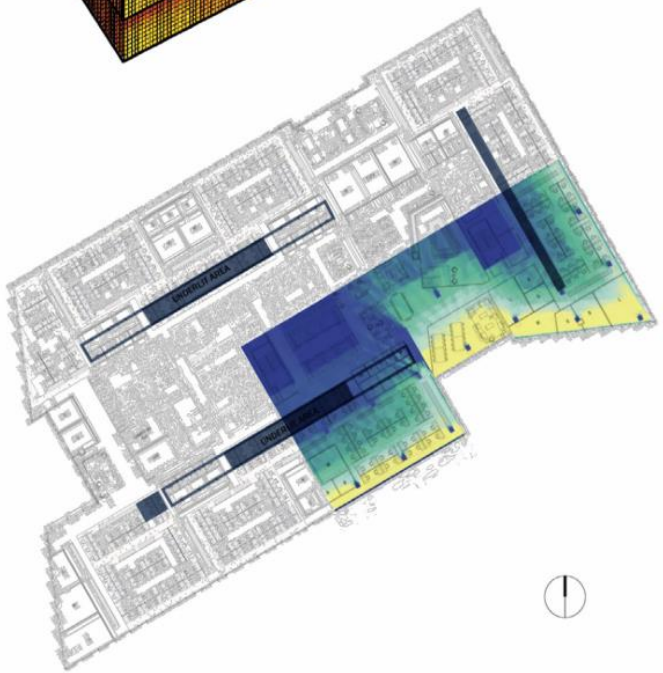
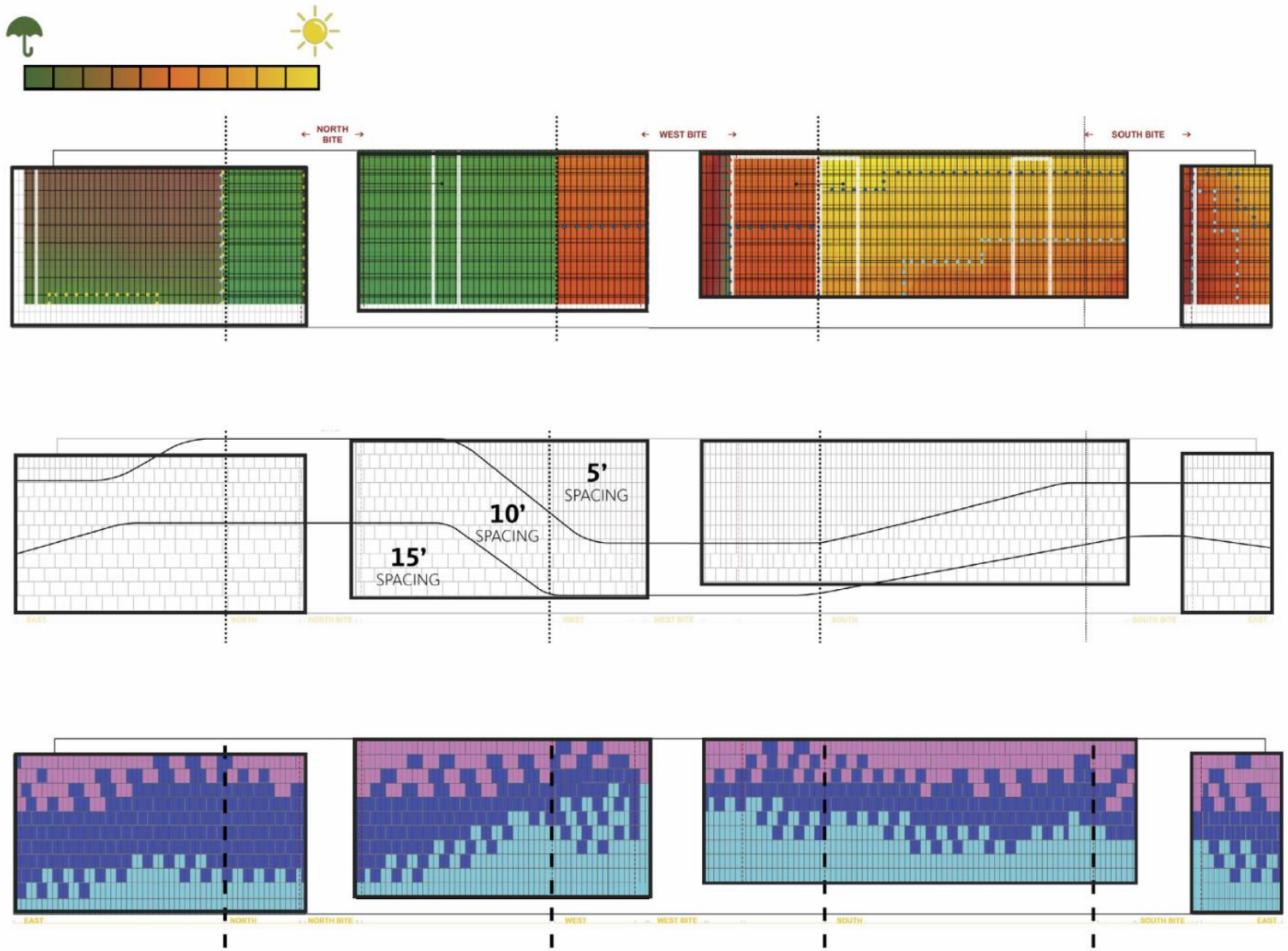



UNIVERSITY AVENUE
UNIVERSITY AVENUE


NORTH BITE
WEST BITE
SOUTH BITE
5'
SPACING
10'
SPACING
15'
SPACING
EAST
NORTH
NORTH BITE
WEST
WEST BITE
SOUTH
SOUTH BITE
EAST

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WALL TYPE 01 - 1 MODULE
$170/SF

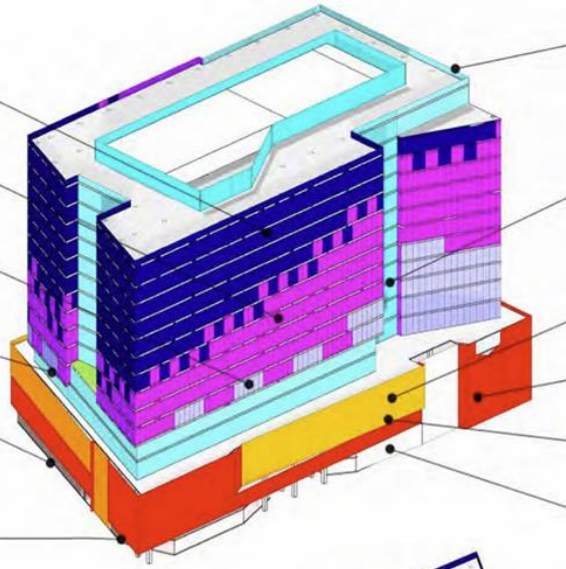
WALL TYPE 01 - 2 MODULE
$165/SF

WALL TYPE 01 - 3 MODULE
$160/SF

TOWER SOFFIT
$140/SF

GROUND LEVEL SOLID WALL
$100/SF

PODIUM SOFFIT
$80/SF



PENTHOUSE SCREEN
$100/SF

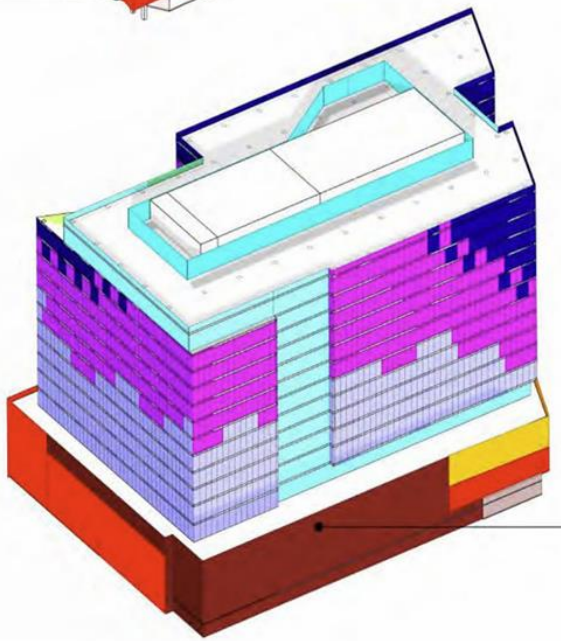
WALL TYPE 02
ASSUMES ALL SINGLE LEVEL CURTAIN WALL UNITS
$140/SF

PODIUM FOLDED METAL PANEL
$145/SF

PODIUM FLAT METAL PANEL
$120/SF

SOFFITS / EDGES
$140/SF

GLASS STOREFRONT
$160/SF



PODIUM SOLID WALL
$100/SF

FACADE COST
BLENDED
~$144/SF

ADOBE NORTH TOWER // SAN JOSE, CA

VISION GLASS RATIO: 66.9%

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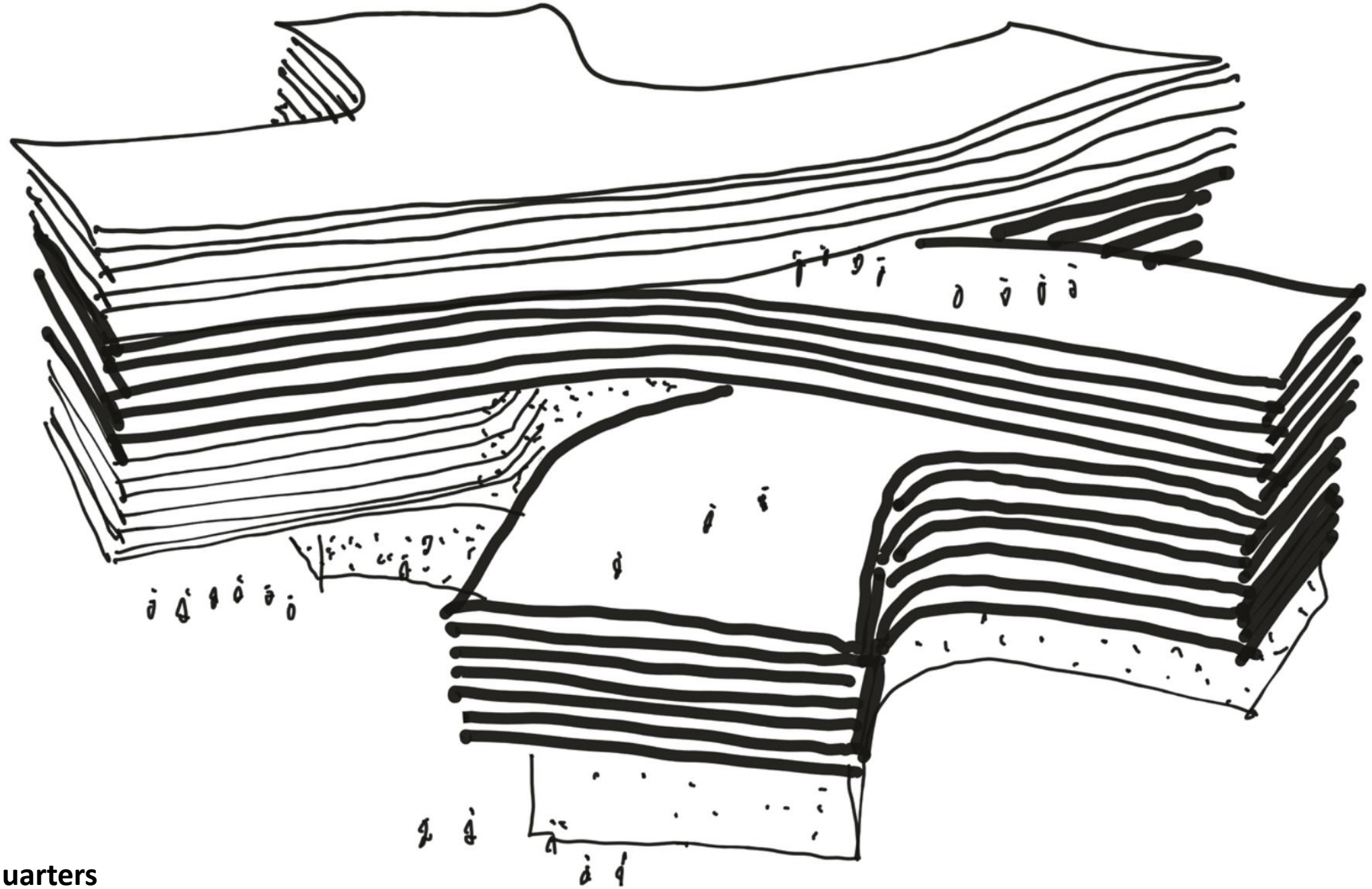

YOFC Headquarters
Wuhan, China

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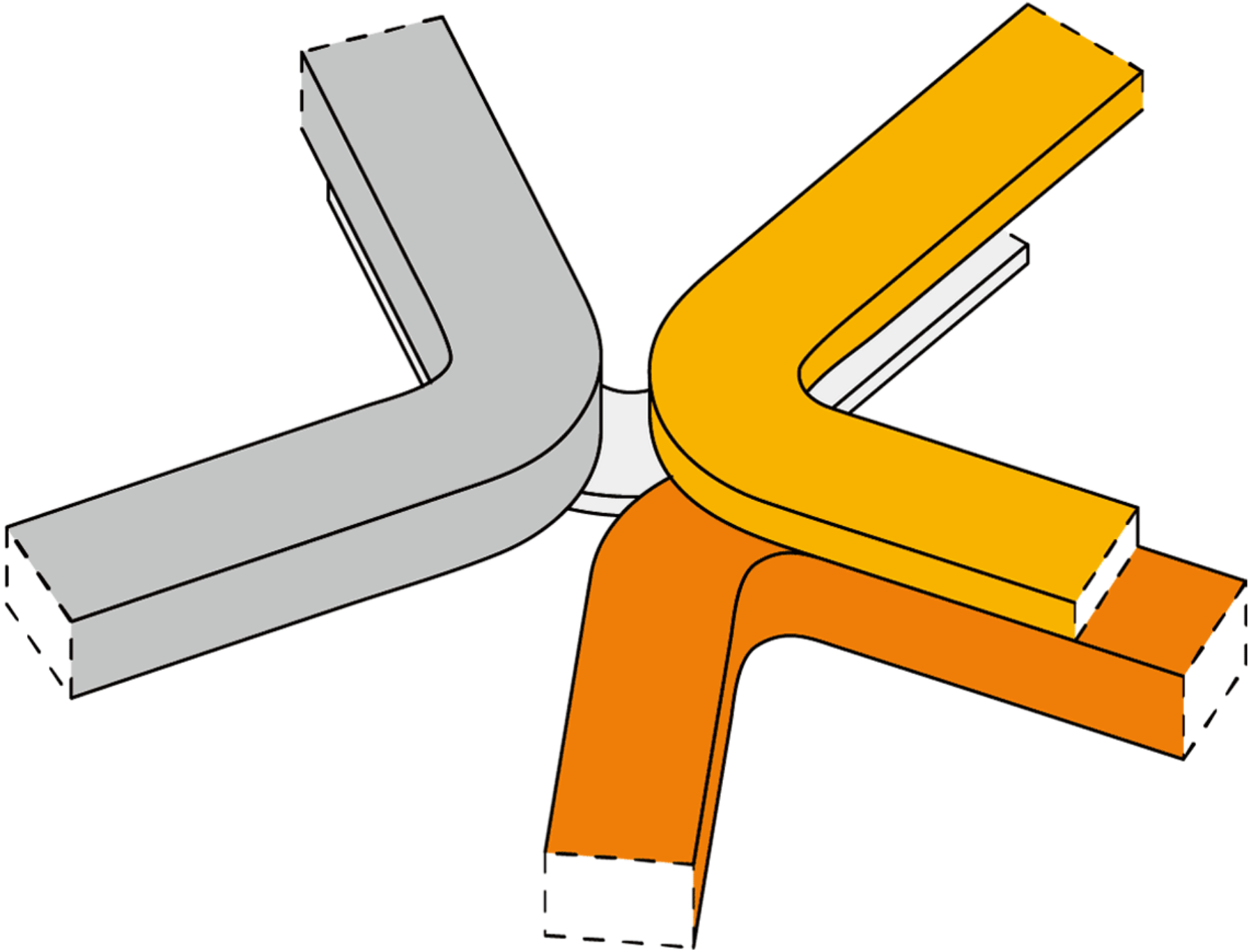

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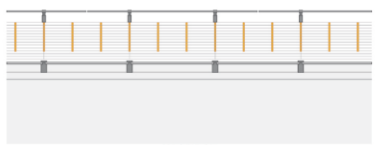

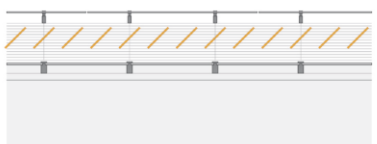

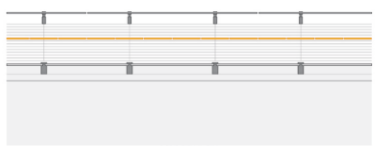

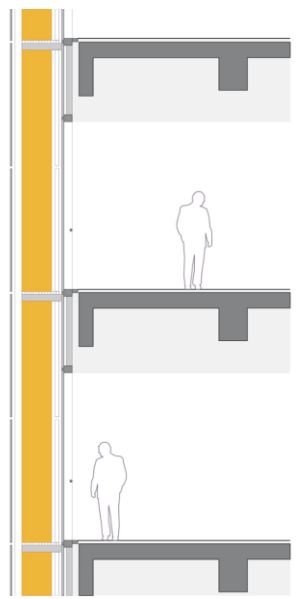

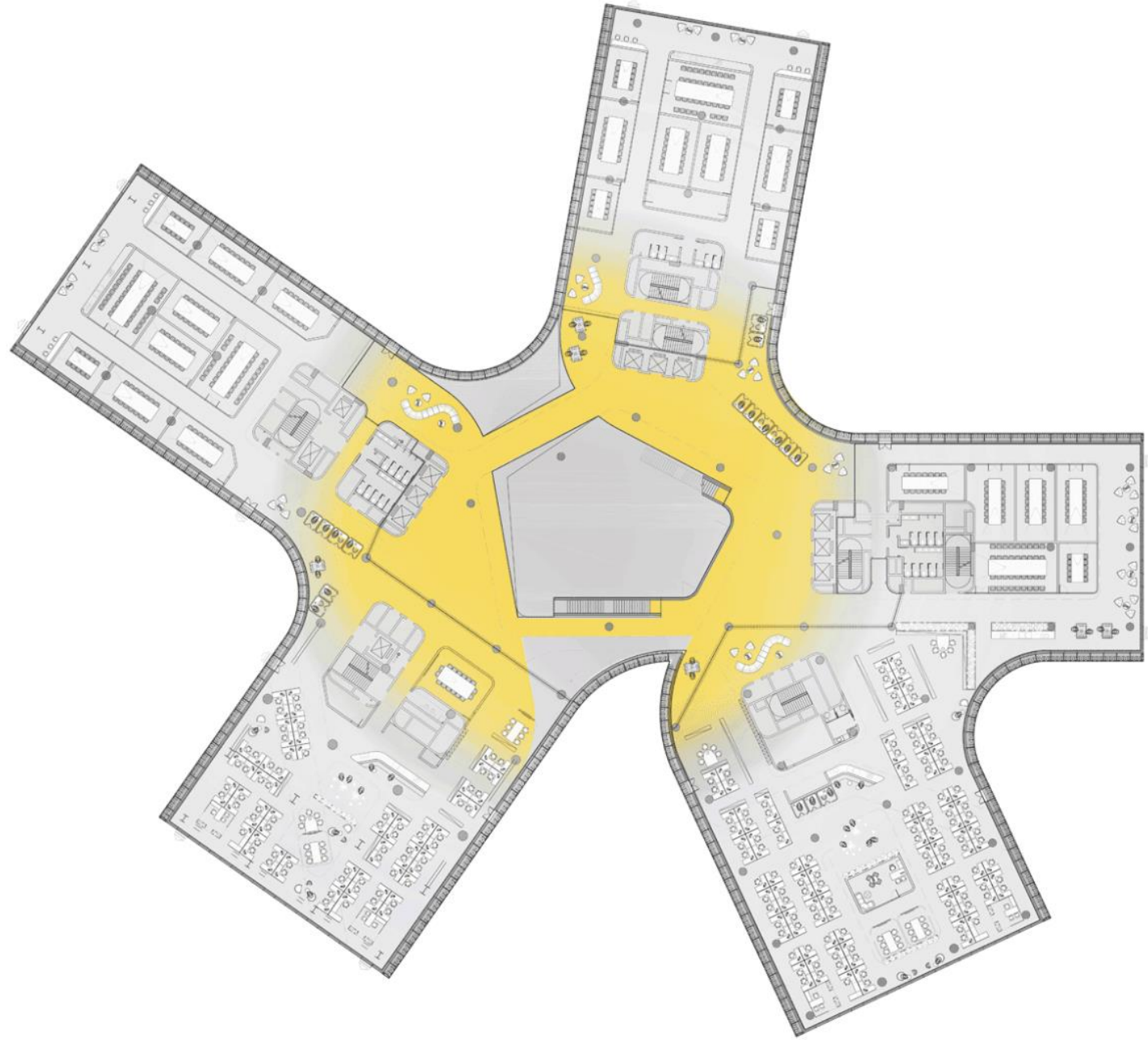

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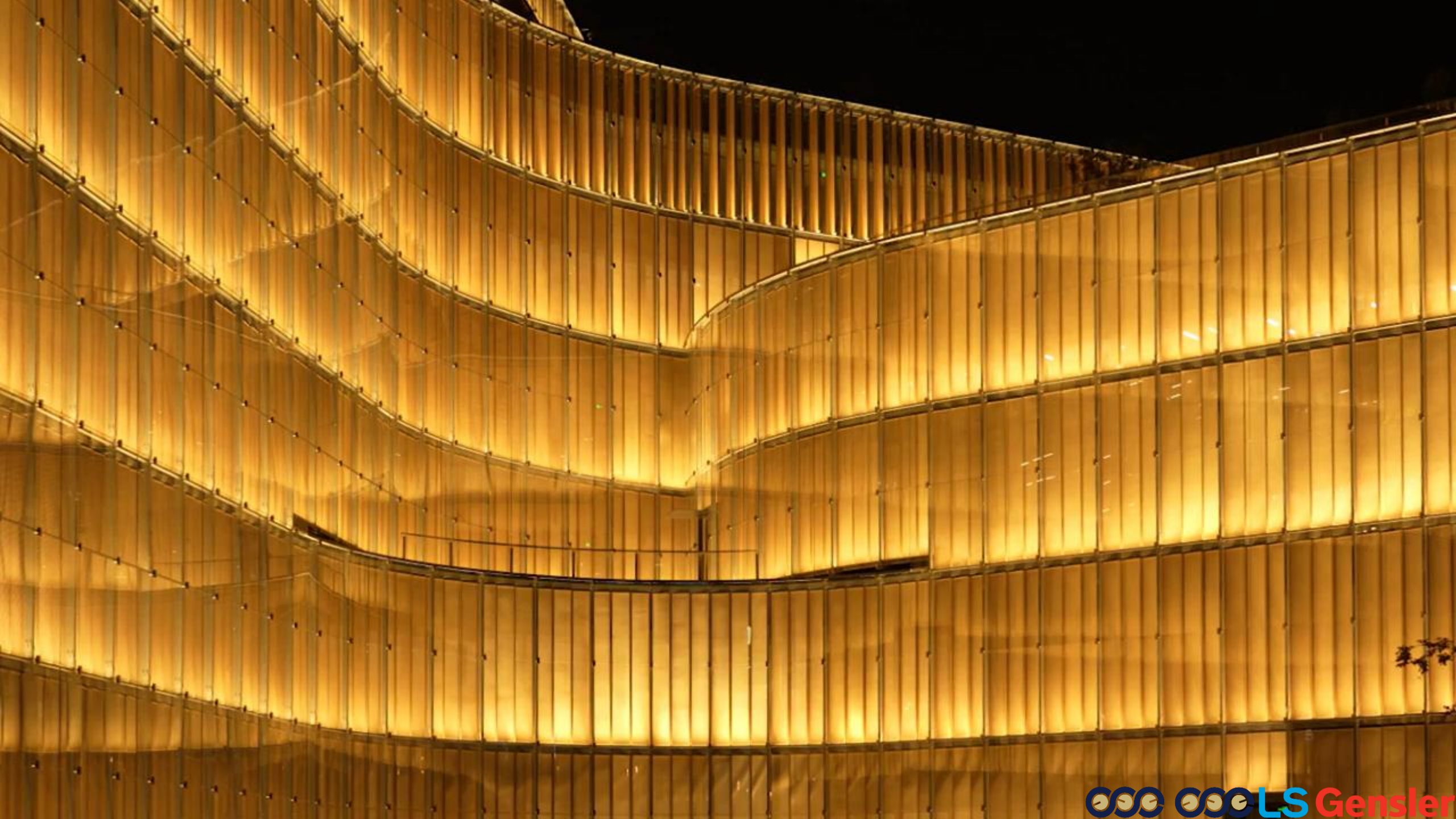
YGPC
YGPC
LS Gensler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Integrated Project Delivery
Through Digital Collaboration

ARCHITECTURE + STRUCTURE + MEP IN ONE DIGITAL ECOSYSTEM

ONE MODEL
Shared digital model across disciplines

ONE TEAM
Aligned goals. Better decisions.

ONE OUTCOME
Higher quality.
Lower risk.
On time, on budget.

ARCHITECTURE
Design intent & performance

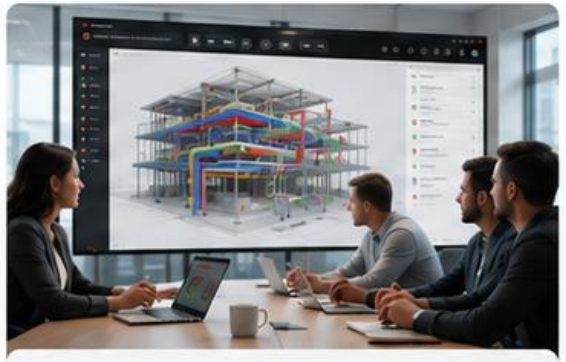
STRUCTURE
Safe. Efficient. Resilient.

MEP
Integrated systems. Optimized performance.

ARCHITECTURE + STRUCTURE + MEP
IN ONE DIGITAL ECOSYSTEM

REAL-TIME COLLABORATION

Work together. See changes instantly.
Make better decisions, faster.



DUCT CLASH - Level 3
Today, 9:15 AM
Status: Open
Assigned to: MEP Engineer

BUILT ON A COMMON DATA ENVIRONMENT

Single source of truth
Reliable, up-to-date information for everyone.

Secure & controlled access
The right information. For the right people. At the right time.

Version control & audit trail
Track history. Ensure accountability.

Interoperable & open standards
Connect tools. Reduce rework. Improve outcomes.

COORDINATION WORKFLOWS

1. CREATE
Develop & upload information

2. COORDINATE
Run clash detection & issue tracking

3. COLLABORATE
Review, assign & resolve

4. APPROVE
Validate & approve changes

5. PUBLISH
Update models & docs in the CDE

6. DELIVER
Accurate information. Better projects.

[redacted]

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PROJECT DELIVERY SUCCESS:
THE 4x100 RELAY

ONE GOAL. FOUR HANDOFFS.
LASTING IMPACT.

01 LEG 1 – OWNER
Sets the Direction

The Owner defines the project vision and success objectives for the team.

PROJECT OBJECTIVES

- **TIME** — On schedule delivery
- **COST** — Within budget
- **QUALITY** — High performance & value
- **SUSTAINABILITY** — Low impact, long-term benefit

CLEAR VISION. CLEAR GOALS. STRONG START.

02 LEG 2 – DESIGN TEAM
Design & Deliver the Plan

The Design Team turns objectives into a coordinated, buildable and sustainable design.

KEY RESPONSIBILITIES

- Translate vision to design
- Coordinate disciplines
- Optimize for cost, quality and sustainability
- Prepare complete, clear documentation

SMART DESIGN. STRONG COORDINATION. READY TO BUILD.

03 LEG 3 – CONTRACTOR / SUPPLIER
Build & Deliver

The Contractor and Suppliers execute the plan with safety, quality, and efficiency.

KEY RESPONSIBILITIES

- Plan and construct safely
- Manage cost and schedule
- Ensure quality and compliance
- Engage reliable suppliers and partners

SAFE EXECUTION. QUALITY DELIVERY. ON TIME. ON BUDGET.

04 LEG 4 – OPERATORS / USERS
Operate & Realize Value

Operators and Users run, maintain and optimize the building to create value over its life.

KEY RESPONSIBILITIES

- Operate efficiently
- Maintain performance
- Ensure occupant health and satisfaction
- Drive continuous improvement and sustainability

OPTIMIZED OPERATIONS. HAPPY USERS. LASTING VALUE.

SUCCESS IS DELIVERED WHEN EVERY HANDOFF IS STRONG

- **TIME** — Delivered on schedule from start to finish
- **COST** — Delivered within budget with no surprises
- **QUALITY** — Built to the highest standards that stand the test of time
- **SUSTAINABILITY** — Designed, built and operated for a better future

ALIGNED OBJECTIVES from day one → **COLLABORATION** every step of the way → **ACCOUNTABILITY** at every handoff → **SUCCESSFUL PROJECT** delivered value for all

TOGETHER, WE DELIVER MORE THAN A PROJECT— WE DELIVER IMPACT THAT LASTS.

ONE TEAM. ONE GOAL. FOUR HANDOFFS. ENDURING SUCCESS.

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