

## **Driving Value: Data and the Power of Disciplined Collaboration**

### **(RT-372, Smart Data-centric Life Cycle Approach to Collaborative Execution of Capital Projects)**

*How can the industry overcome remaining barriers to adopting, adapting, and embracing a Smart data-centric integration framework, so data sharing can support a more collaborative approach to developing, executing, turning over, operating, and maintaining capital projects? The team used the term “Smart” in the context of tools related to smart manufacturing, including artificial intelligence, the Internet of Things, and data analytics tools that can optimize and enable data sharing and collaborative development of projects. This is not a reference to the SMART criteria for project management.*

*Many challenges confront the successful implementation of these Smart principles in the capital projects industry, including the perceived fragmentation of the construction industry. With each new construction project, it is not uncommon for the project manager to work with a new general contractor, who then hires any number of unrelated subcontractors who may never have worked together on a project. This means that for many projects, the stakeholders must establish new relationships.*

*Although this fragmentation will challenge the implementation of Smart principles, it is not entirely unique to the construction process and other industries may provide useful solutions. The team anticipates that a Smart data-centric collaborative approach to the development and operation of capital facilities can establish a tightly knit supply chain and minimize the risk of transferring incorrect, incomplete, or contradictory information across the many hand-off transition points in every project.*

## **Presenters**

**Ryan Favro** – Consulting Engineer, Zachry Group

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