



Southeast Asia Handbook 2020

Construction trends
and insights

Updated September 2020



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Welcome to the Linesight Southeast Asia Handbook 2020

Each year, we gather the key indices and trends in Southeast Asia construction, giving you the most comprehensive overview of the industry.

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Review and Outlook

Southeast Asia Market Review

Southeast Asia Market Review

As we near the final quarter of 2020 and begin to realise the 'new normal' of COVID-19, Michael Murphy, Director at Linesight, reviews the Southeast Asian economic performance to date, and what we can expect in the coming months.

While the diversity in Southeast Asia usually makes it difficult to draw broad conclusions and forecasts, there is one particular factor impacting all economies in the region, and globally – COVID-19.

With the US-China trade war having taken its toll on Southeast Asia, growth in the region had slowed between 2018 and 2019, recorded at 4.5% for the year. The latest Global Economic Outlook from Oxford Economics projects the region's GDP to contract by 4.2% in 2020. Furthermore, the road to recovery is uncertain at present, with global activity sluggish, a resurgence of the virus in some countries and tensions between the US and China rising once again, following the Phase 1 Agreement in early 2020.

Given the abovementioned diversity in-region and the varying mechanisms adopted to control the virus, the economic recovery periods will vary. Countries that have found a balance between kickstarting the economy while suppressing the virus, such as Thailand and Vietnam, are expected to recover in a more timely fashion, while others who were hastier in their easing of restrictions and were hit with a resurgence of COVID-19, such as Indonesia and the Philippines, will endure a more prolonged recovery.

Governments within the region have introduced a range of fiscal stimuli in an effort to keep their economies afloat, from pandemic support payments for citizens to central bank rate cuts. Some countries, such as Vietnam and Malaysia were focused on fiscal consolidation pre-COVID, and yet, faced with this crisis, Vietnam has had to roll out a package equating to 3.6% of GDP. Meanwhile, Singapore's measures are projected

to stand at almost 20% of GDP. However, as the crisis continues to drag on, some of the weaker economies within Southeast Asia will almost certainly struggle to fund another round of stimulus packages.

Summary

It is a tumultuous period for the Southeast Asian economy, as it is for many regions around the world, and challenging times undoubtedly lie ahead.

While some countries look to have struck a balance between suppressing the virus while still keeping their economies afloat, and so are well-placed on the recovery trajectory, others appear to have lifted restrictions too early and are now suffering with additional waves of the virus with already weak healthcare systems, inferring a prolonged recovery period. All in all, it looks like the medium to longer-term impacts of COVID will vary significantly in-region.

The region's GDP is expected to contract by

4.2% in 2020.

1. Singapore Market Review

As the final quarter of a remarkable year approaches, and the true impact of the COVID-19 pandemic begins to reveal itself, Steve Raye, Senior Cost Manager and Stephen McArdle, Senior MEP Cost Manager at Linesight, review the Singapore economic and construction industry performances to date, and what we can expect in the coming months.

Economic overview

While the medium to long-term effects of COVID-19 and the extent to which they take hold remain to be seen, Singapore, like many other countries at this point, entered a recession in Q2, with GDP for the quarter contracting by 13.2%.

Looking forward, the Government is expecting GDP to shrink by 4-7% this year, noting that the pace of Singapore's recovery will inevitably depend on how well the public health situation is managed and whether community infections can be kept at a relatively low level. The construction industry accounts for approximately 4% of Singapore's GDP per annum.

To date, the government has announced four support packages worth close to S\$100 billion (nearly 20% of GDP), and has not ruled out announcing another package.

Construction

Following a strong performance in 2019, whereby the Building and Construction Authority's (BCA) previous forecast to hit a five-year high of S\$33.4 billion was surpassed with 9.3% growth in demand, 2020 was expected to be another good year for construction. The BCA projected that total construction demand would range between S\$28 billion and S\$33 billion, of which 62% (between S\$17.5 billion and S\$20.5 billion) was projected to be public sector. Demand was projected to then reach between S\$27 billion and S\$34 billion per year for 2021 and 2022, and between S\$28 billion and S\$35 billion per year for 2023 and 2024.

The public sector was expected to continue leading demand, contributing S\$16 billion to S\$20 billion per year from 2021 to 2024, with building projects and civil engineering works each accounting for half of this figure. BCA also expected private sector construction demand to stay at a moderate level pre-COVID, in view

of the likely continued global economic uncertainties and the current overhang in the supply of private residential housing units.

However, construction in Singapore has been severely impacted by the global pandemic, unsurprisingly, with an extended circuit breaker period in place for eight weeks. This meant that all building works, as defined by the Building Control Act, were required to cease with effect from 7th April 2020. All stakeholders of the construction industry, including developers, builders, qualified persons, site supervisors and construction material suppliers had to comply with this suspension. 'Phase 2' followed this, with restrictions marginally lifted. For the most part, projects (particularly private) are now achieving significantly lower productivity levels than pre-COVID.

Recognising the negative impact that the circuit breaker would have on businesses, the Singaporean Parliament passed the COVID (Temporary Measures) Act on 7th April 2020. The Bill seeks to offer temporary relief to businesses and individuals who are unable to fulfil their contractual obligations because of the impact of COVID.

Construction in Singapore now faces a protracted slowdown in growth in the medium-term. Output growth, in real terms, is expected to decrease to 2.7% in 2020 and 0.5% in 2021, with the residential and commercial sectors particularly affected. There is a slowdown in private projects, while businesses face fierce competition, tighter margins and slow payments.

Construction insolvencies increased by about 5% in 2019 year-on-year, and another 5% increase was expected in 2020 prior to the pandemic. Construction businesses can now choose adjudication under the recently updated Building and Construction Industry Security Payment Act (with an emphasis on debtor protection and corporate rescue), rather than resorting to litigation

or arbitration. While this offers valuable breathing space and a chance of survival for struggling SMEs, slow payments continue to trouble businesses.

The impact of COVID on existing projects

The Singaporean Government recognises that putting in place tighter measures to prevent the spread of COVID means extra costs for the construction industry and is bearing some of this cost using the Fortitude Budget. To assist with the balance of additional costs, the BCA have introduced the following support measures:

- Sharing of prolongation costs (Government agencies share 50% of the prolongation costs for project delays due to the circuit breaker, capped at 1.8% of the awarded sum). There is no requirement for private projects.
- Wage subsidies – for example, in April 2020, the Government was paying 75% on the first \$4,600 of monthly salary for every local employee
- Foreign worker levy waiver/rebate (S\$90 monthly rebate for each work permit holder up to S\$920 million until the end of 2022). Additional costs come in the form of safe accommodation, a higher volume of lorries to transport workers and PPE.

In the longer term, companies are encouraged to push for automation in order to reduce reliance on migrant workers. The public sector, for example HDB, will continue to take the lead in adopting DfMA (Design for Manufacture and Assembly) in their building projects, where 75% of all its units launched in 2020 will adopt DfMA methods, such as Prefabricated Prefinished Volumetric Construction (PPVC) or Advanced Precast Concrete System (APCS). The transformation efforts have also led to the redesign or creation of new and better jobs, such as digital lead and DfMA production

Construction output growth, in real terms, is expected to decrease to **2.7% in 2020 and **0.5%** in 2021.**

manager within the sector. There are four significant challenges ahead in the construction industry in Singapore:

1. *Insufficient manpower on-site*

New workers are not permitted to enter Singapore and some of the existing workforce has left. Of those that remain, a small portion will be assigned to work on the construction of the new quick-build dorms as opposed to the projects already started.

2. *Project delays*

With the number of workers available to work restricted and strict working conditions imposed, both the production and productivity rate is expected to reduce by circa 25%.

3. *Cashflow*

There will be a substantial decline in revenue coming in as a result of no work being undertaken during the circuit breaker. This is compounded by the fact that COVID may trigger the force majeure clause within a standard building contract, which typically results in time but not cost. This already has and will continue to result in company closures and contract terminations.

4. *Restarting work on-site*

Whilst BCA states that more than 2,500 construction projects have been given the go-ahead to restart work (900 of which are residential), main contractors have not had the required time to implement the necessary COVID restrictions, meaning that there have been delays in getting some starts back up and running. Thanks to extensive testing and dorm quarantining, the spread of COVID within worker dorms has significantly reduced.

Overall, the impact of COVID on the Singaporean construction industry is expected to be six to nine months (three months circuit breaker; three to six months loss of production).

Sector outlook

Data centres

Pre-COVID, the data centre construction market in Singapore was already expanding, with heavy investment in the region, and this has been further accelerated with the onset of the global pandemic.

This demand has been reinforced by increased internet traffic, thought to stand between a 30-60% increase figure in Singapore, as restrictions meant people have been at home and spending more time online. Video conferencing and online entertainment e.g. streaming, downloads etc. represent the majority increase in online traffic.

However, given the strength of Singapore's existing infrastructure, with a 30% buffer in design, this surge in demand has not proven to be problematic, and the Government is working with telecom providers to further increase their buffers in anticipation of future requirements. Ultimately, APAC is set to be the fastest-growing region for data centres. It is anticipated that the region will house 47% of global data servers by the end of 2020.

Residential

Given the current climate, the Government has reduced the supply of private residential units on the confirmed list by 23% (equivalent to 1,370 units). This means that the housing supply proposed for the confirmed list is the lowest since the first half of 2016. This follows already subdued demand pre-COVID, given the dampening of developers' interests in en-bloc transactions following the cooling measures that were introduced in July 2018. The sites on the confirmed list will be launched in the final quarter of this year and have a longer tender period of six months to allow developers more time to make their assessment in view of the ongoing COVID-19 situation.

The reduction in housing supply will result in developers focusing on selling properties from existing projects and ensuring that they overcome construction issues and meet completion deadlines.

Infrastructure and transport

Government investment in infrastructure and civil engineering was expected to remain high, with projections of between S\$27 billion and S\$34 billion in 2020 and 2021, which are now being revised. Given the uncertainties about the future of the aviation and travel industries as a result of COVID, the decision has been made to pause the construction of Changi Airport Terminal 5 (S\$10 billion) for at least two years. Tendering for the major civil engineering was due to commence

in Q3 2020, and it is worth noting that whilst Changi Airport's passenger load has significantly reduced, cargo traffic has remained static. Other significant megaprojects in this sector that have been scaled back include the Thomson-East Coast MRT Line and the new Tuas Mega Port.

Commercial

As is the case globally, the corporate landscape has changed dramatically, with working from home the norm, with a significant number of large organisations stating that they do not expect their employees to return to the office until 2021. This has resulted in a seismic shift in the requirements for workspaces, meaning that even offices only recently completed will require some form of design changes to meet the current guidelines and restrictions. These could range from layout considerations with regards to social distancing, to going handsfree with automatic doors and switches, to the introduction of temperature monitoring as standard and smart controls for AC systems.

The impacts are being felt in the market already, with research from real estate consultancy, Edmund Tie, indicating a 0.8 percentage point decline in Singapore office occupancy rates to 92.8% in Q2, which is largely attributed to reduced demand in the CBD and CBD Fringe zones.

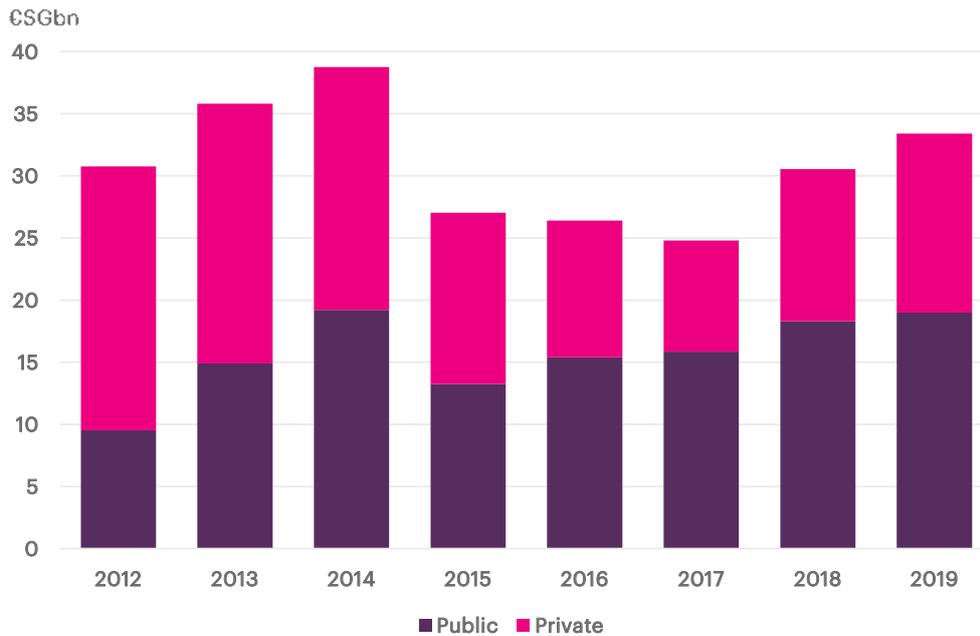
Summary

Lower global trade, ongoing trade policy uncertainty, less demand from China and the ICT downcycle have an immediate impact on Singapore's export-driven economy. While the economic impacts of the pandemic are undoubtedly significant, construction has been particularly impacted by the eight-week circuit breaker putting a stop to all building works, followed by the 'Phase 2' restrictions, and now reduced productivity on return to site.

The Government is bearing some of the burden brought about by the protracted slowdown in industry growth via its Fortitude Budget, but it must be noted that construction in Singapore has been particularly hard-hit. Ultimately, as the COVID-19 situation continues to unfold, the long-term effects of the pandemic are still emerging and will continue to change over the next number of years.

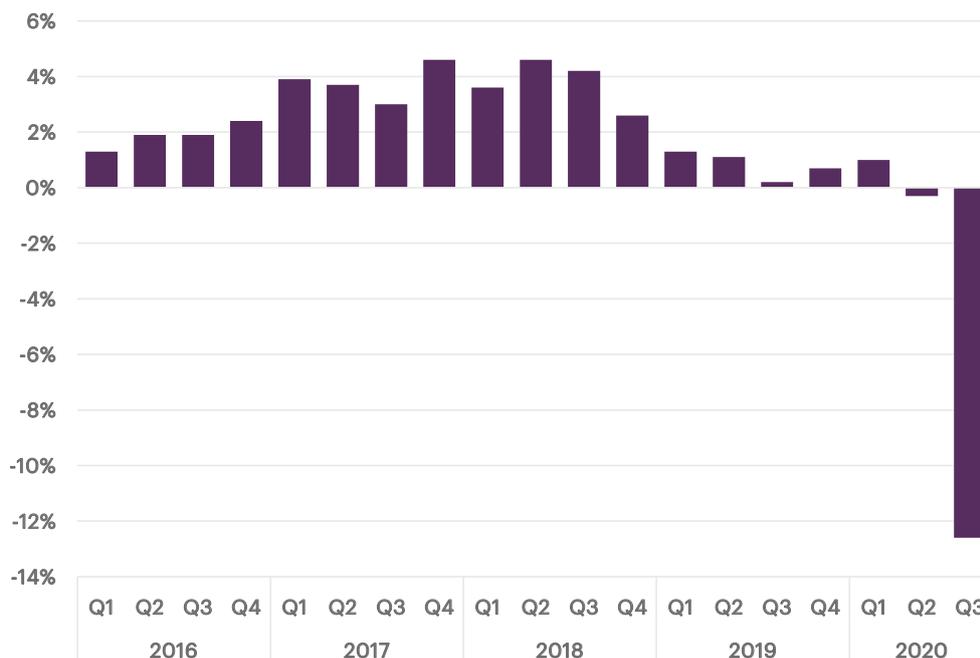
Throughout the following sections, the * symbol denotes graphs/data last updated in March, and so the impact of COVID-19 is not accounted for in the marked items.

1.1. Singapore value of construction output *



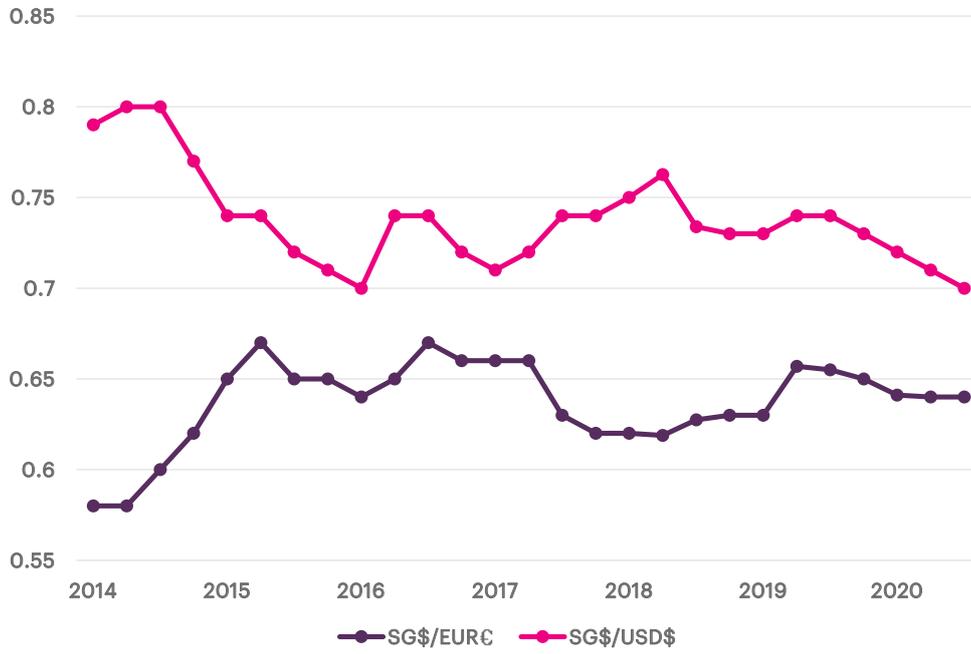
Source: Department of Statistics Singapore, Building and Construction Authority

1.2. Singapore GDP growth rate



Source: Singapore Statistics

1.3. Singapore currency exchange rates



Source: European Central Bank

1.4. Linesight average Singapore construction costs 2020 *

	Cost range US\$		Unit
	from	to	
Commercial offices			
City centre air conditioned			
Shell and core (medium – high rise)	2,450	3,100	per sq.m.
Developer standard (medium – high rise)	2,900	3,600	per sq.m.
Residential			
Developer standard apartments (medium standard)	2,150	2,760	per sq.m.
Developer standard apartments (high standard)	2,400	2,960	per sq.m.
Leisure			
Hotel building (budget/3 star)	2,700	3,265	per sq.m.
Hotel building (4/5 star)	3,050	3,670	per sq.m.
Shopping centre	4,000	4,690	per sq.m.
Education			
Primary level (up to 3 stories, no air conditioning)	1,400	1,735	per sq.m.
Car park			
Multistorey	18,000	26,000	per space
Double-level basement	26,000	38,000	per space

Notes: Key rates current at January 2020

1. The above costs are correct as of the beginning of March 2020 and as such, do not account for the impact of COVID, which is yet to be fully realised as the situation continues to evolve.
2. All subject to site specifics, design and specification
3. All exclude land acquisition costs, external works costs and professional fees

Source: Linesight

2. Malaysia Market Review

As the final quarter of a remarkable year approaches, and the true impact of the COVID-19 pandemic begins to reveal itself, Ciaran McNally, Senior Cost Manager at Linesight, reviews the Malaysian economic and construction industry performances to date, and what we can expect in the coming months.

Economic overview

Following 0.7% growth in Q1 2020, the Malaysian economy posted a 17.1% contraction in Q2, as COVID took its toll – the worst performance since the Asian Financial Crisis in 1998. This contraction reflects the significant impact of the economic disruptions resulting from the Movement Control Order (MCO) imposed during the quarter, which had a knock-on effect on key sectors, with all declining bar agriculture, which recorded a 1% increase in output.

The global economic shock has led to weakened external demand conditions, which is resulting in production constraints, and both private sector consumption and investment, as well as public investment have plummeted, by 18.5%, 20.5% and 38% respectively.

In terms of support measures, the Government has announced tax deductions on contributions to the COVID-19 Funds set up by the Ministry of Health and the National Disaster Management, as well to any approved organisation or institution. Furthermore, an import duty and sales tax exemption has been granted on a range of items until further notice. Pre-COVID, as mentioned in our March edition of this publication and our Southeast Asia review earlier in this document, Malaysia had been focused on fiscal consolidation.

In addition to the current economic and public health challenges being faced at present, Malaysia has faced political issues, with former Prime Minister, Najib Razak, found guilty of all seven charges in his first trial linked to the multibillion-dollar 1MDB scandal. Current Prime Minister, Muhyiddin Yassin, is now discussing a potential election in March 2021, to “straighten

the messy political scene by seeking a fresh five-year mandate from the people”.

Labour force

While the Malaysian labour force grew 1.7% year-on-year to 15.8 million persons, the unemployment rate hit 4.9%, down from May’s record-high of 5.3%, after holding steady between 3.2-3.4% in 2018 and 2019.

Construction

The Malaysian construction industry has not gone unscathed in the current crisis, with works shut down on a large number of projects during the circuit breaker period, unless the works fell into pre-defined criteria regarding contractor classification, essential works and almost-complete projects, amongst other factors. The value of work done contracted by 6.3% in Q1 2020 year-on-year, and the Department of Statistics reported declines across a number of sectors in the first quarter, at 11% in non-residential, 8.6% in special trades activities 7.6% in residential and 2.3% in civil engineering.

Summary

Similar to many of its neighbours and other countries around the world, Malaysia faces a challenging road ahead, with the economic shock causing a sharp contraction. It also has political challenges compounding the issues posed by the global pandemic. With a high proportion of construction shut down during the circuit breaker, the industry is feeling the impact across multiple sectors. However, it is hoped that the recovery will not be prolonged and will see Malaysia record positive growth again in the not-too-distant future.

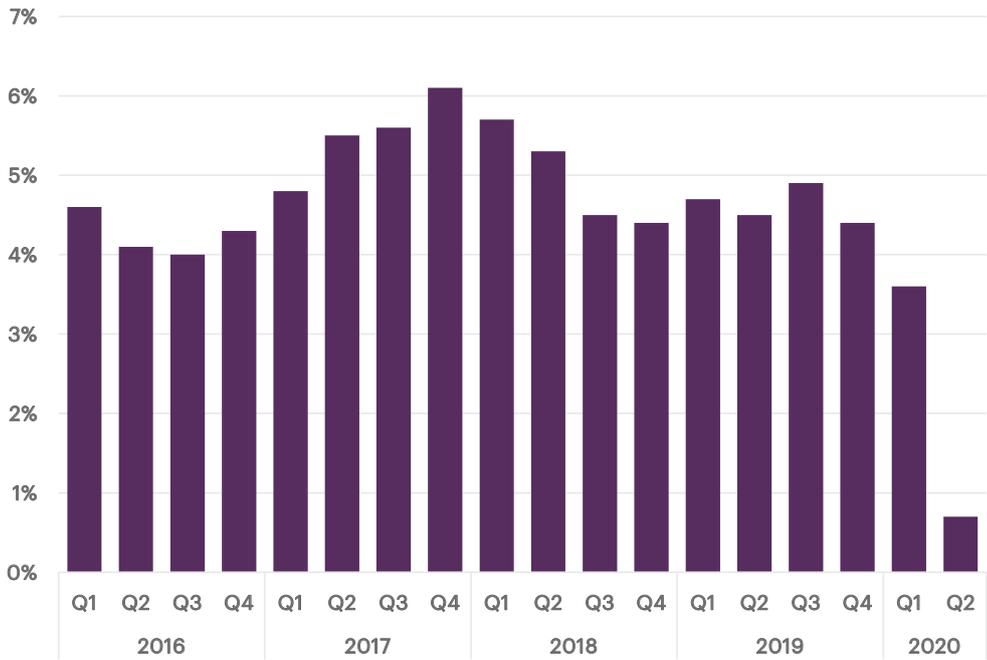


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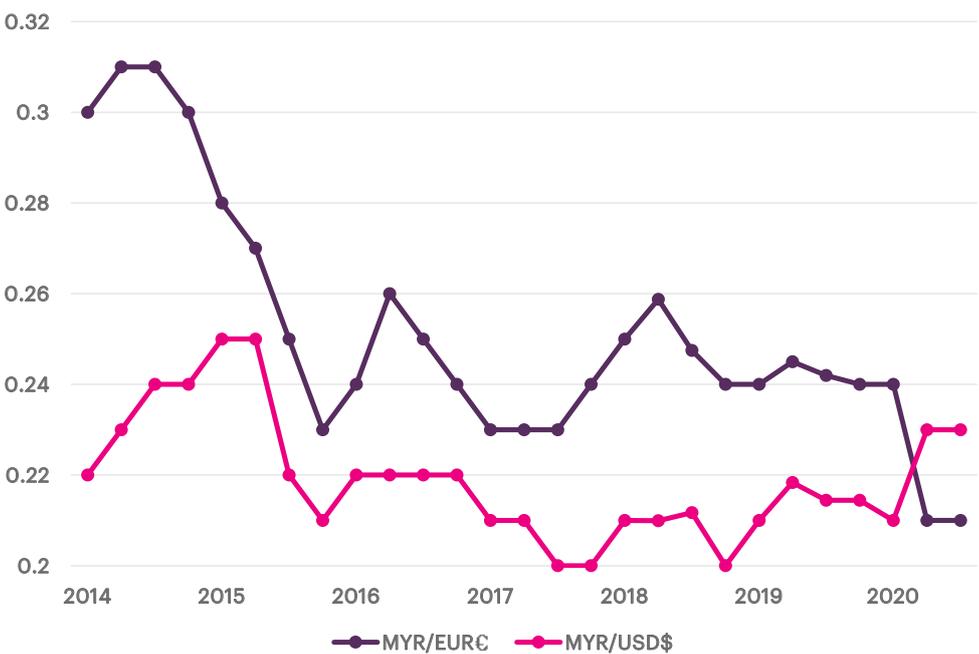
Throughout the following sections, the * symbol denotes graphs/data last updated in March, and so the impact of COVID-19 is not accounted for in the marked items.

2.1. Malaysia GDP growth rate



Source: Department of Statistics Malaysia

2.2. Malaysia currency exchange rates



Source: European Central Bank

2.3. Linesight average Malaysian construction costs 2020 *

	Cost range US\$		Unit
	from	to	
Commercial offices			
City centre air conditioned			
Shell and core (medium – high rise)	860	1,220	per sq.m.
Developer standard (medium – high rise)	1,200	1,625	per sq.m.
Residential			
Developer standard apartments (medium standard)	400	675	per sq.m.
Developer standard apartments (high standard)	750	1,115	per sq.m.
Leisure			
Hotel building (budget/3 star)	1,000	1,450	per sq.m.
Hotel building (4/5 star)	1,200	1,650	per sq.m.
Shopping centre	1,800	2,750	per sq.m.
Education			
Primary level (up to 3 stories, no air conditioning)	400	630	per sq.m.
Car park			
Multistorey	250	350	per sq.m.
Double-level basement	400	550	per sq.m.

Notes: Key rates current at January 2020

1. The above costs are correct as of the beginning of March 2020 and as such, do not account for the impact of COVID, which is yet to be fully realised as the situation continues to evolve.
2. All subject to site specifics, design and specification
3. All exclude land acquisition costs, external works costs and professional fees

Source: Linesight



“The comradery amongst the team is fantastic, and facilitated by our forward-thinking, dynamic and approachable leadership team. There is a keen focus on supporting each individual’s development, and I am being actively encouraged to further develop my skillset and the attributes needed to progress to a more senior role.”

Robert Francis,
Project Manager

3. Vietnam Market Review

As the final quarter of a remarkable year approaches, and the true impact of the COVID-19 pandemic begins to reveal itself, Ira Vilaga, Cost Manager at Linesight, reviews the Vietnamese economic and construction industry performances to date, and what we can expect in the coming months.

Economic overview

Although Vietnam is feeling the effects of COVID-19, like many countries, the impact does not appear to be as severe as it is elsewhere. Following robust GDP growth of 6.8% in 2019, the country's economic growth in 2020 was expected to be around 7% before the pandemic struck, and it is now expected to slow down to 3%. Although this is a significant reduction, it still marks a level of economic growth as opposed to the contraction being recorded elsewhere.

Inflation was steady at 4% in 2019, and despite the consumer price index recording a six-year high for the first seven months of 2020, weakened demand, both domestically and in global markets, means that the inflation rate is expected to grow by 3.2% year-on-year, according to the International Monetary Fund (IMF).

In terms of the labour force, the Ministry of Labor reported a 33% increase in urban unemployment in Q2, while the average income per worker decreased by 5%.

Construction

The construction industry plays a key role in supporting Vietnam's economic growth, having grown 8.5% per year on average over the last decade.

In Q2 2020, GDP from construction in Vietnam increased to 89,659 VND billion, up from 35,837 VND billion in Q1, due to many projects being closed down in the first quarter as a result of COVID. All non-urgent construction projects were suspended from mid-February to mid-April, with social distancing measures being implemented on sites upon their re-opening.

The negative impact of the pandemic on construction has been somewhat mitigated by two key factors, according to risk and research firm, Fitch. The US-China trade war had already spurred on the move from China to Vietnam for a number of low-end electronics

and textile manufacturers, signaling an influx of foreign investment, which has been coupled with rapid urbanisation due to shifting demographics. This in turn has led to a forecast of 7.2% growth in the demand for new buildings in Vietnam between 2021 and 2029.

As of April 22, 2020, the World Bank has provided Vietnam with US\$24.44 billion in grants, credits, and concessional loans. Most of these investments will go towards developing the country's sustainable, urban and rural developments, thus supporting the construction industry.

Tender prices will see an inevitable increase as a result of COVID-19 social distancing measures, along with material imports remaining a challenge, as borders in Vietnam remain closed as of July 2020.

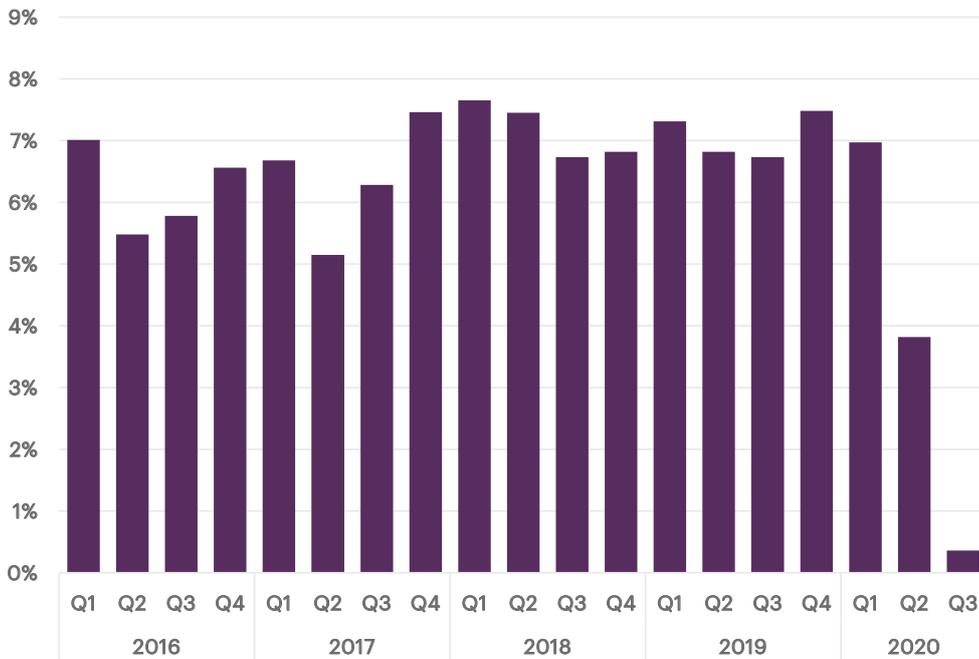
Summary

Vietnam continues to evolve rapidly, with its shift to a centrally-planned economy leading to it now being one of the most dynamic emerging countries in East Asia region, according to a 2019 World Bank report. For a number of reasons, COVID is having a much lesser impact on Vietnam than what we are seeing elsewhere, and with its strong fundamentals and seemingly firm control of the crisis, the Vietnamese economy and construction industry are both expected to rebound in 2021.

Although Vietnam is feeling the effects of COVID, the impact does not appear to be as severe as it is elsewhere.

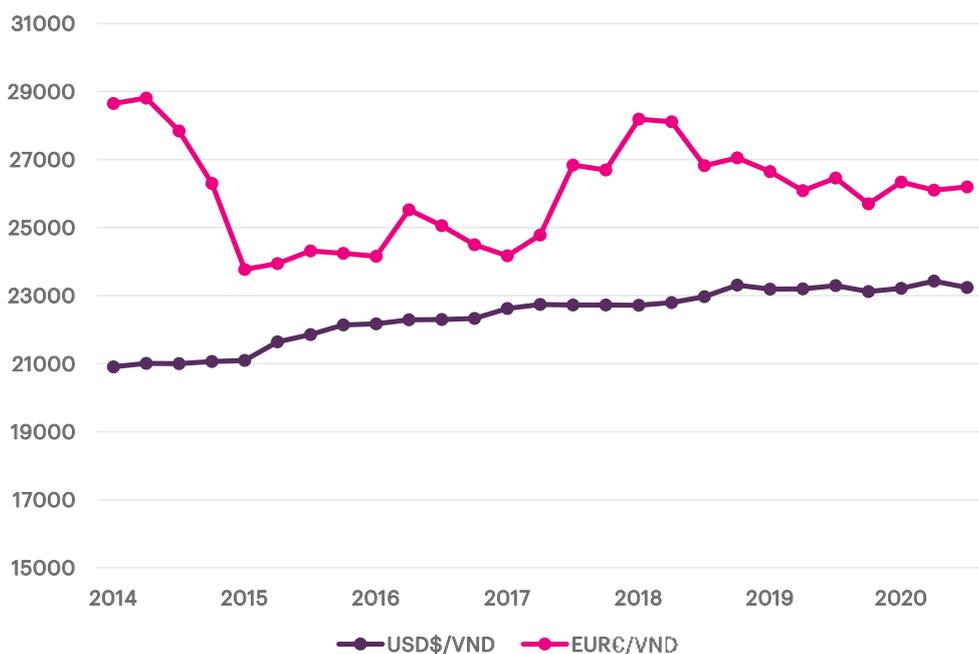
Throughout the following sections, the * symbol denotes graphs/data last updated in March, and so the impact of COVID-19 is not accounted for in the marked items.

3.1. Vietnam GDP growth rate*



Source: General Statistics Office of Vietnam

3.2. Vietnam currency exchange rates*



Source: European Central Bank

3.3. Linesight average Vietnam construction costs 2020

	Cost range US\$		Unit	MEP incl. @	
	from	to		from %	to %
Commercial/office sector					
Developer standard/investment offices					
Low rise - medium rise */**	1,050	1,230	per sq.m.	28%	30%
Medium rise - high rise */**	1,350	1,630	per sq.m.	28%	30%
Owner occupier standard offices					
Low rise - medium rise	1,500	1,620	per sq.m.	30%	32%
Medium rise - high rise	1,600	1,920	per sq.m.	30%	32%
Residential sector					
Medium quality - villa units	1,080	1,310	per sq.m.	25%	30%
Medium quality - high rise	1,300	1,550	per sq.m.	28%	32%
High quality - low rise apartments	1,380	1,670	per sq.m.	25%	30%
High quality - high rise	1,450	1,820	per sq.m.	28%	32%
Hotel and leisure/Retail sector					
Regional shopping centre *	1,440	1,760	per sq.m.	35%	40%
Budget/3 star ***	1,470	1,950	per sq.m.	22%	25%
5 star ***	2,450	3,100	per sq.m.	28%	32%
5 star resort ***	3,150	3,550	per sq.m.	25%	30%
Health sector ****					
District general hospital	2,500	2,950	per sq.m.	34%	38%
Manufacturing sector					
Light industrial	680	800	per sq.m.	25%	30%
Heavy industrial	750	920	per sq.m.	25%	30%
Parking					
Multistorey	420	500	per sq.m.	15%	24%
Double-level basement	800	900	per sq.m.	15%	29%

Notes:

1. The above costs are correct as of the beginning of March 2020 and as such, do not account for the impact of COVID, which is yet to be fully realised as the situation continues to evolve.
2. All subject to site conditions, designs and specification
3. All exclude Land Acquisition Costs, External Works Costs & Professional Fees
4. Excluding VAT
5. * Shell & core only; with public areas finished
6. ** Excluding super high rise (Low/Medium = up to 15 stories; High = 15+; Super = 45+)
7. *** Including FF&E, excluding OS&E
8. **** Excluding Medical Equipment

Source: Linesight

4. Indonesia Market Review

As the final quarter of a remarkable year approaches, and the true impact of the COVID-19 pandemic begins to reveal itself, David Levis, Senior Commercial Manager, and April Sampiton, Cost Manager at Linesight, review the Indonesian economic and construction industry performances to date, and what we can expect in the coming months.

Economic overview

Following the outbreak of COVID-19, Indonesia, Southeast Asia's largest economy, which is home to more than 260 million people, is expected to contract by 1% in 2020 according to the Asian Development Bank (ADB). This follows a four-year-low growth rate of 5% in 2019, with the ADB expecting 2021 to rebound to 2019 levels. It had revised the 2.5% annual growth forecast that it had made for the Indonesian economy at the end of Q1, illustrating the speed at which the impact of the virus was being felt. The reduced growth forecast is in line with the International Monetary Fund's forecast for a 0.3% annual contraction and a 0.8% annual contraction forecast by Moody's. The Indonesian Finance Minister has projected a 3.1% year-on-year contraction of the economy in Q2, following growth of 2.97% year-on-year in Q1. ADB expects annual inflation to decline to 2%, having been 2.8% in 2019 and 3.2% in 2018.

The Government has announced three budgets totalling IDR677 trillion to counteract the impact of the virus, which has impacted all sectors of the economy, including the important tourism sector, which the government estimated would suffer a US\$10 billion revenue loss in 2020 at the end of Q1.

The impact of COVID-19 is expected to be relatively short-term, and Indonesia is expected to resume its positive economic trajectory once the virus has been contained. The World Bank published a report entitled 'Aspiring Indonesia – Expanding the Middle Class' just prior to the emergence of COVID-19, which noted that Indonesia had achieved an average growth rate of 5.6% over the previous 50 years, and that over the previous 20 years, the majority of the poor and vulnerable have escaped poverty.

Construction

The Indonesian construction industry experienced an annual growth rate of 5.8% in 2019, exceeding the growth rate of the economy, but the impact of COVID-19 has already slowed the year-on-year growth value for the first quarter of 2020 to 2.9%. This slowdown is expected to continue through Q2 and Q3, with President Joko Widodo expecting the virus to peak in August and September. Similar to the majority of other countries, we are likely to see contraction overall for 2020 in these challenging times, prior to an expected return to growth in 2021.

The resumption of growth will be spurred along by the Government announcement in 2019 of the intention to spend IDR571 trillion on the development of Jakarta's transport infrastructure by 2029, IDR6 quadrillion to develop the country's infrastructure between 2020 and 2024, and to add 430GW of power plant capacity by 2050. The Jakarta transport initiative includes 120km of light transit rail corridors, and the nationwide initiative includes 25 new airports. Following his re-election in 2019, President Widodo approved plans to relocate the national capital to East Kalimantan in Borneo. The decade-long project is estimated to cost IDR482 trillion and is included in a national backlog of projects estimated to stand at IDR9 quadrillion in 2019.

Throughout the pandemic, much construction work has continued, notwithstanding the issuance of Instruction No. 02/IN/M/2020 by the Minister of Public Works and Housing in relation to the 'Protocol for Preventing the Spread of COVID-19 in Construction Works' on 27th March. The instruction was addressed to officials at the

Ministry of Public Works (MPW) and its supply chain and applies only to MPW projects. The instruction covered COVID-19 prevention protocols during construction, the impact of COVID-19 on construction contracts, and protocols for preventing COVID-19 in the procurement of goods for construction services.

The requirement to fund national efforts in relation to COVID-19 has compelled the reallocation of resources away from government budgets for activities considered to be non-urgent in relation to ministerial travel, workshops, meetings, seminars and state events. The Public Works and Public Housing Ministry has suspended some infrastructure projects following the Ministry's decision to reallocate a significant proportion of its efforts to mitigate the impact of the COVID-19 pandemic. The postponed projects included overhauling an irrigation network in Aceh, revamping the waterfront in Pariaman, West Sumatra, and the Sp Tohpati - Tjokroaminoto bridge in Bali. Delays in other projects have also been announced, including the Jragung Dam in Central Java, the Way Sekampung Dam in Lampung, the Temef Dam in East Nusa Tenggara, and construction of ring roads at Kuningan East in West Java and Brebes in Central Java. IDR45 trillion of funding has been reallocated to finance COVID-19 related emergency measures, such as the construction of Galang Hospital in Riau Islands.

Work has resumed on Phase 2 of the Jakarta MRT project after a three-month delay due to COVID,

commencing with a 2.8km tunnel, which will ultimately see the mobilisation of 2,000 workers to the site. Elsewhere, work is ongoing on the 142km long Jakarta-Bandung high speed railway. The project has proceeded using modified health and safety protocols.

Summary

In summary, while Indonesia is feeling the impacts of COVID, along with the vast majority of other nations, the outlook for recovery is relatively optimistic. This is particularly true of the construction industry, which was not as severely impacted as many other countries, given that a significant level of activity continued through the pandemic, and is somewhat buoyed by the considerable investment in infrastructure projects. However, as is the case globally, it remains to be seen what the long-term impacts of COVID will be, given that future waves of the virus cannot be ruled out.

The impact of COVID-19 is expected to be relatively short-term and Indonesia is expected to resume its positive economic trajectory once the virus has been contained.

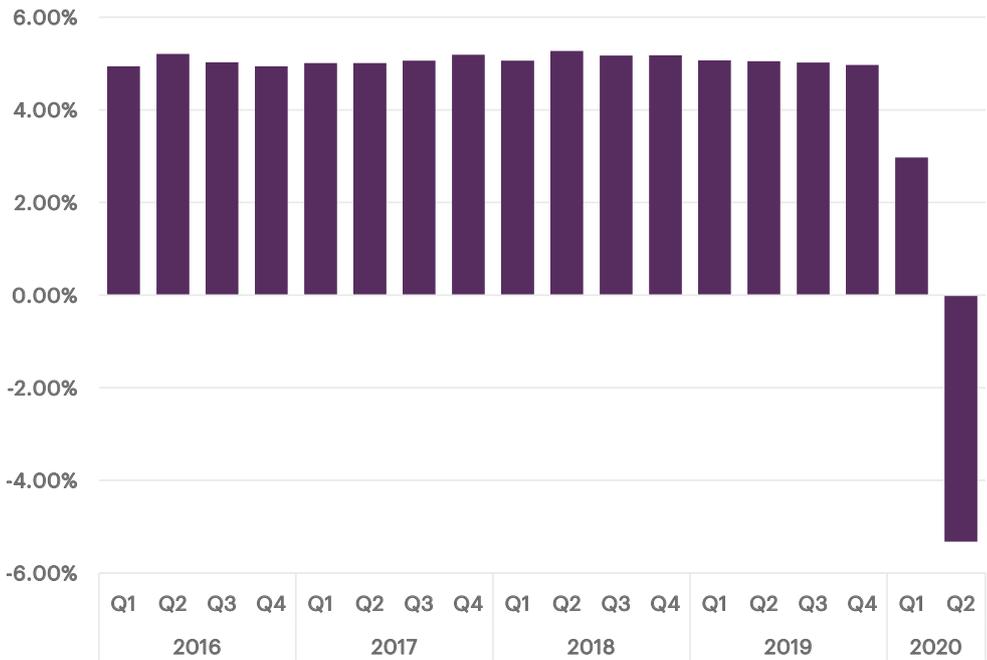


“For me, Linesight’s reputation in the data centre sector in particular was what initially attracted me, as well as its bold ambition to be a true market leader. The culture is also an important aspect for me, with a great work environment, wonderful leadership team and flexible working opportunities.”

Han He Chen,
Senior Cost Manager

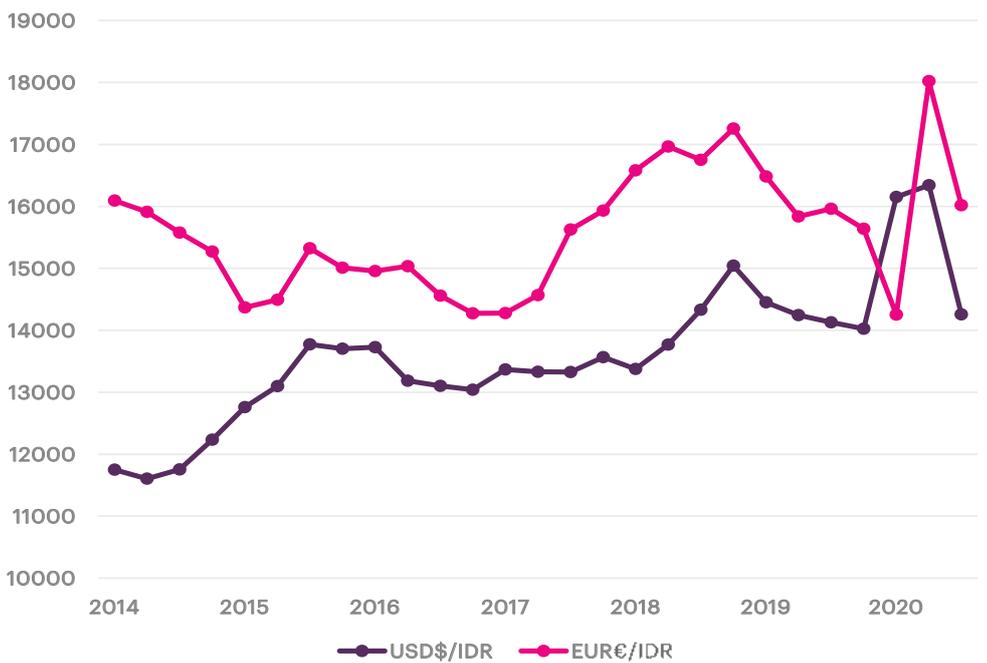
Throughout the following sections, the * symbol denotes graphs/data last updated in March, and so the impact of COVID-19 is not accounted for in the marked items.

4.1. Indonesia GDP growth rate



Source: Statistics Indonesia

4.2. Indonesia currency exchange rates



Source: European Central Bank

4.3. Linesight average Indonesian construction costs 2020 *

	Cost range US\$		Unit
	from	to	
Commercial offices			
City centre air conditioned			
Shell and core (medium – high rise)	652	780	per sq.m.
Developer standard (medium – high rise)	940	1,050	per sq.m.
Residential			
Developer standard apartments (medium standard)	601	690	per sq.m.
Developer standard apartments (high standard)	791	950	per sq.m.
Leisure			
Hotel building (budget/3 star)	669	710	per sq.m.
Hotel building (4/5 star)	1,008	1,090	per sq.m.
Shopping centre	1,353	1,550	per sq.m.
Education			
Primary level (up to 3 stories, no air conditioning)	577	650	per sq.m.
Car park			
Multistorey	280	400	per sq.m.
Double-level basement	400	550	per sq.m.

Notes: Key rates current at January 2020

1. The above costs are correct as of the beginning of March 2020 and as such, do not account for the impact of COVID, which is yet to be fully realised as the situation continues to evolve.
2. All subject to site specifics, design and specification
3. All exclude land acquisition costs, external works costs and professional fees

Source: Linesight



“The commitment that Linesight has to professional development was very appealing to me. I am currently undertaking the APC, with a dedicated, in-house mentor, while I continue to benefit from the valuable, hands-on project experience and support from my line manager.”

Shennen Chiam,
Cost Manager

5. Republic of South Korea Market Review

As the final quarter of a remarkable year approaches, and the true impact of the COVID-19 pandemic begins to reveal itself, Jason Tse, Cost Manager at Linesight, reviews the Republic of South Korea's economic and construction industry performances to date, and what we can expect in the coming months.

Economic overview

Following decade-low GDP growth of 2% in 2019, South Korea's GDP is expected to contract by 1.2% in 2020, which contrasts with the pre-COVID forecasts of 2.4% from the Finance Ministry, 2.3% from the OECD and 2.2% from the IMF. The global economic downturn caused by the US-China trade dispute played a major part in the decade-low GDP growth in 2019.

Construction

Whilst it is too early to predict the full impact that COVID-19 will have on construction costs, the new on-site regulations and measures have led to a drop in productivity and efficiency on sites across the South Korea region. The considerable reduction in the number of workers allowed on-site has had a profound impact on project progress within the industry.

GDP from construction has increased marginally to US\$19 billion in Q2 2020 compared to US\$18.7 billion in Q1, and this is largely attributed to the relaxation of the COVID restrictions.

Overall the projection is for a 2.8% decline in the construction industry in 2020. The South Korean Government, however, intends to mitigate this by investing US\$27 billion in the infrastructure sector, in a bid to replace and upgrade aging infrastructure, including roads, bridges and tunnels over the next four years. The Government has also announced several stimulus packages and adopted accommodative fiscal and monetary policies, by reducing the benchmark interest rate from 1.25% to 0.75%. In addition, liquidity is being supported via an injection of funds into the banking system, coupled with emergency financing.

The residential sector in South Korea is expected to be the hardest hit, and with the number of residential building permits already down by 24.5% in 2019, figures are continuing to fall in 2020, exacerbated by

the pandemic's impact on household incomes and consumer confidence.

The Government is aiming to support domestic contractors with securing contracts overseas (in the Middle East, Southeast Asia, Eurasia and the Americas) by providing consulting and financial aid. Of the proposed 30 projects, 15 will be investment developments, where South Korea will have a Public Private Partnership, in which Koreans provide equity investment, procurement, construction, operation and maintenance over a contracted period of time. The other 15 proposed projects will be limited to the construction phase alone, with financing and overall management led by local partners. However, there are valid concerns about the logistics of these overseas plans, as travel and exports remain a challenge in these uncertain times.

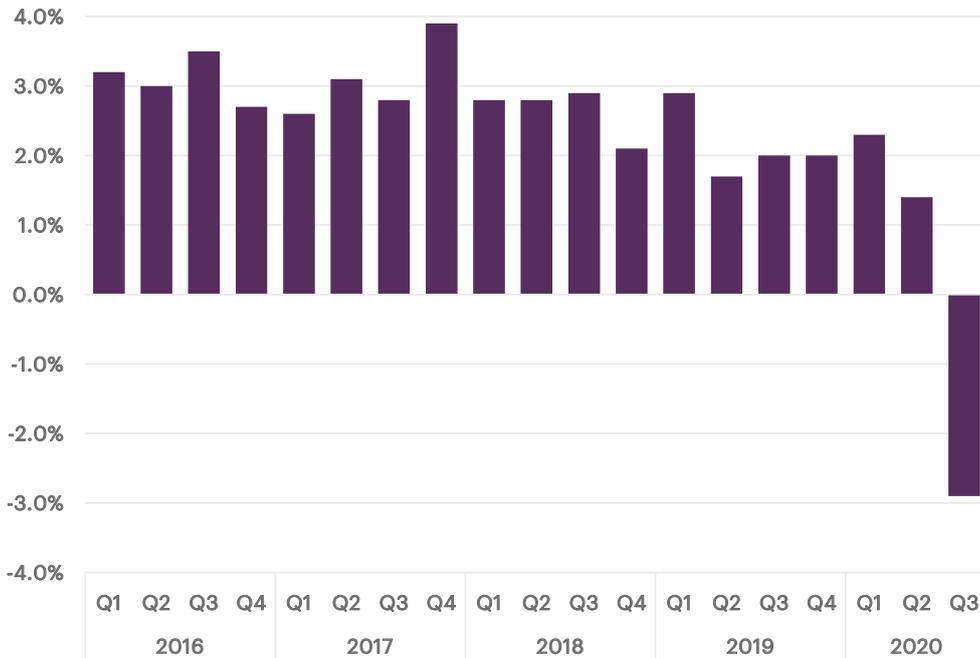
Tender prices are anticipated to significantly increase across the market as a result of the pandemic, and the current severe shortage in building materials is expected to drive overall construction costs upwards. Labour costs are also expected to trend upwards, due to a limited number of skilled foreign workers in the country as a result of South Korea's strict border control.

Summary

While South Korea is expecting contractions in both its economy and its construction industry, the Government is adopting a number of fiscal and monetary measures in an effort to combat the negative effects of the pandemic. However, as is the case for many other countries, the longer-term impact will depend on the trajectory of the recovery, and whether a resurgence of the virus takes hold.

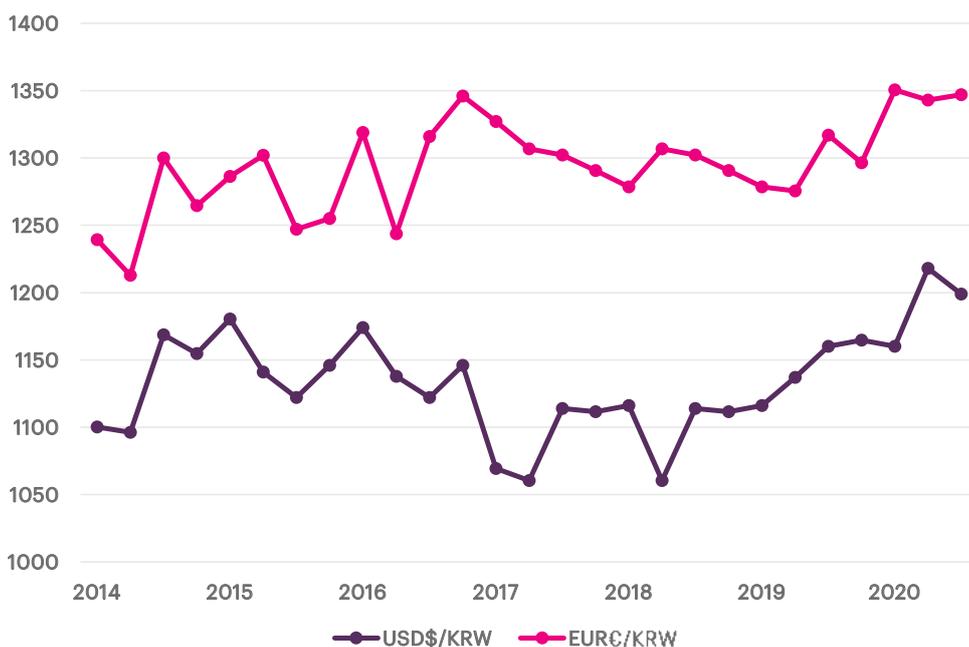
Throughout the following sections, the * symbol denotes graphs/data last updated in March, and so the impact of COVID-19 is not accounted for in the marked items.

5.1. Republic of South Korea GDP growth rate



Source: The Bank of Korea

5.2. Currency exchange rates



Source: European Central Bank

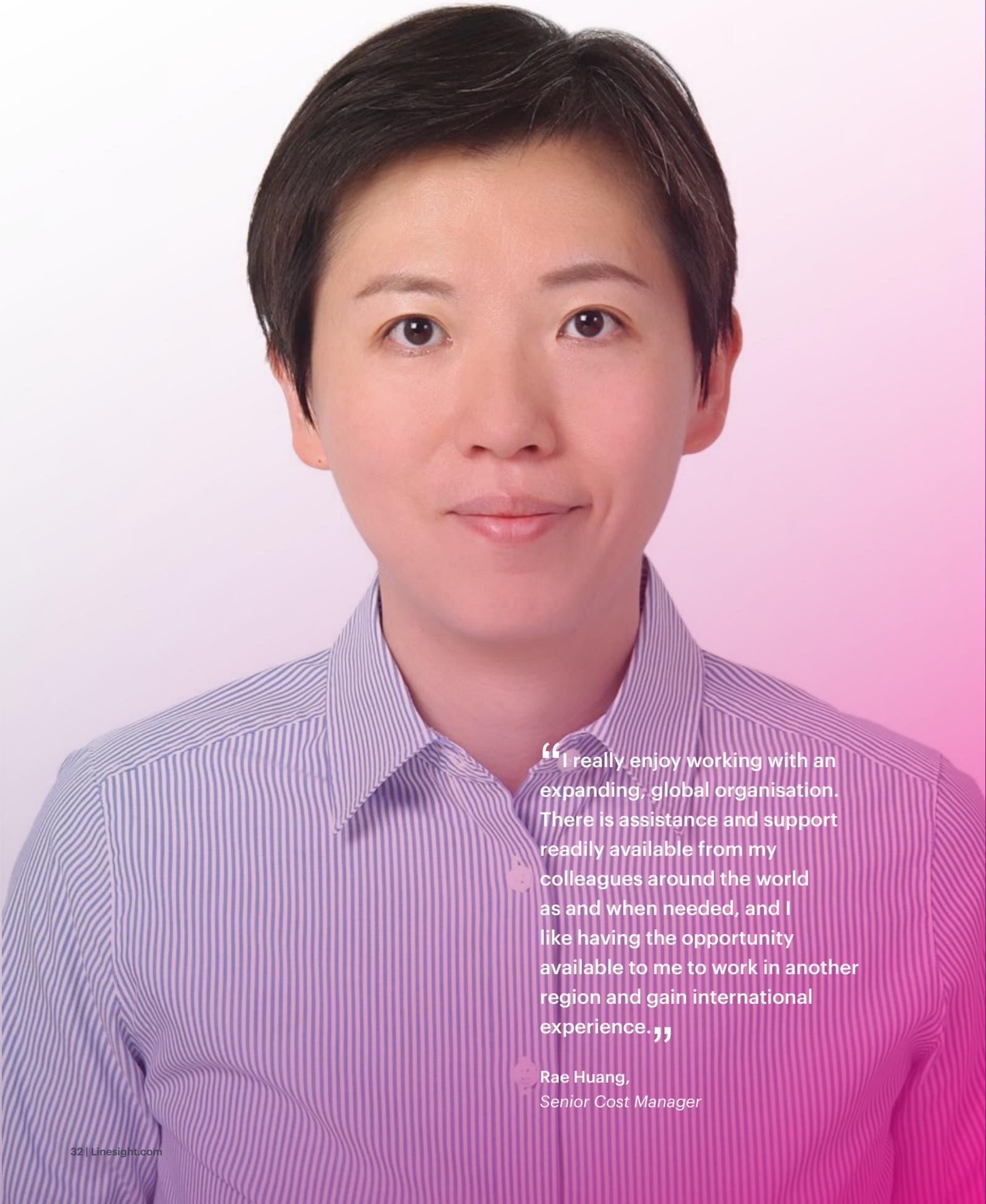
5.3. Linesight average Republic of South Korea construction costs 2020 *

	Cost range US\$		Unit
	from	to	
Commercial offices			
City centre air conditioned			
Shell and core (medium – high rise)	1,200	1,650	per sq.m.
Developer standard (medium – high rise)	1,450	2,000	per sq.m.
Residential			
Developer standard apartments (medium standard)	1,200	2,000	per sq.m.
Developer standard apartments (high standard)	1,650	2,350	per sq.m.
Leisure			
Hotel building (budget/3 star)	1,500	2,350	per sq.m.
Hotel building (4/5 star)	1,700	2,450	per sq.m.
Shopping centre	3,000	4,300	per sq.m.
Education			
Primary level (up to 3 storeys, no air conditioning)	1,000	1,900	per sq.m.
Car park			
Multistorey	600	850	per sq.m.
Double-level basement	950	1,250	per sq.m.

Notes: Key rates current at January 2020

1. The above costs are correct as of the beginning of March 2020 and as such, do not account for the impact of COVID, which is yet to be fully realised as the situation continues to evolve.
2. All subject to site specifics, design and specification
3. All exclude land acquisition costs, external works costs and professional fees

Source: Linesight



“I really enjoy working with an expanding, global organisation. There is assistance and support readily available from my colleagues around the world as and when needed, and I like having the opportunity available to me to work in another region and gain international experience.”

 Rae Huang,
Senior Cost Manager

Review and Outlook

Global Insights

Global Market Review

In just a matter of months, the global landscape has changed dramatically, with COVID-19 having a profound impact on economies around the world.

In our early March Knowledge Centre update, we referred to COVID-19 as a new threat to the global economy, following eighteen months of uncertainty arising from the US-China trade war, which appeared to be coming to an end with the signing of the Phase 1 deal in early 2020. In a matter of mere weeks, the novel coronavirus moved from an impending threat to a confronting reality, and has had an unprecedented impact on both public health and the economy.

Recovery and resurgence in APAC

As the region in which the COVID-19 outbreak originated, many parts of Asia are a number of weeks ahead of the rest of the world in terms of recovery. Indeed, as other parts of the world seek to curb the spread of the novel virus, they can look to countries such as China, to review the efficacy of various policy responses in efforts to soften the economic shock.

The pandemic initially caused shutdowns in Asia earlier than elsewhere in the world, with industry grinding to a halt in

February and having a significant impact on global supply chains. COVID-19 then brought much of the world's economic activity to an abrupt standstill, serving a secondary blow to the export-reliant Asian economy.

Asia's purchasing managers' indices (PMI) in August show up some mixed results – with Indonesia and Taiwan above the 50 mark, and the latter recording its highest figure in two years at 52.2, and Japan, South Korea, Malaysia, the Philippines and Vietnam all sub-50, indicating contraction. However, some of these sub-50 figures are still indicating gradual improvement and recovery, particularly in the big manufacturing nations. Bloomberg Economics also reported that a private gauge of China's factory activity grew at the fastest pace in August since January 2011, helped by improving exports and continued domestic recovery.

Having seen economic growth of 6.1% in 2019, despite the trade war, the Chinese economy was heavily impacted in Q1 with a 6.8% decline before a return to

positive growth of 3.2% in Q2. Although the Phase 1 agreement seemed hopeful with regards to the US-China trade war, tensions have once again intensified, which is having an impact on the Chinese economy and remains a risk factor.

In India, pre-COVID, some important reforms, while expected to benefit the economy in the longer term, such as a unified tax system and demonetisation, have been disruptive in the short term, and India has since been faced with considerable economic challenges due to the pandemic. Q2 was India's worst quarter ever recorded, with a 23.9% contraction and the IMF is projecting a 'historic low' for 2020, with a 4.5% contraction, before a return to growth is expected in 2021.

Although Australia appeared to have a good handle on containing the virus by June, and was beginning to focus on awakening its economy, there has been a recent resurgence in the virus and a recession has hit the nation for the first time in 28

years. A contraction of 6% is expected for 2020 before a prolonged recovery period kicks in over the coming couple of years. The Government introduced a considerable stimulus package, including the AU\$130 billion JobKeeper payment, which aimed to keep Australians in work and support businesses that had been significantly affected by the economic impact of the virus.

Singapore had an austere reaction to the pandemic, implementing an eight-week circuit breaker to suppress the virus. It entered a recession in Q2 with a 41.2% contraction quarter-on-quarter. To date, the government has announced four support packages worth close to S\$100 billion (nearly 20% of GDP), and has not ruled out announcing another package.

Plummeting activity in Europe

Europe has been particularly hard-hit by the pandemic, between the public health impacts and the strict lockdowns seeing economic activity plummet, and the eurozone recorded an economic contraction of 11.9% in Q2.

Although the European Central Bank acted quickly upon the onset of the virus, with significant stimuli put in place to prop up the regional economy, it now appears that even more stimuli will be required from the ECB to tackle the disinflationary impact. Inflation in the eurozone was negative in August for the first

time in over four years, with a figure of -0.2% recorded across the 19 countries, well below the ECB's target of 2%. While it is hoped that this is relatively temporary and that a rebound is in the near future, Brexit remains a significant risk, in addition to the pandemic.

Although many European countries looked to be making a recovery in July, as lockdown and restrictions were lifted, a marked slowdown was seen in August as COVID cases rose again in some countries, with the eurozone PMI dropping from 54.9 to 51.6. Unemployment hit 7.9% in July, up from 7.7% in June, although a Reuters survey of economists had projected a slightly higher figure of 8%.

As Europe's largest economy, Germany, which was already enduring a period of political instability and ongoing economic uncertainty, has reported Q2 as its worst quarterly performance on record, with total output falling by 10.1%. Despite Germany not being as reliant on tourism as other European countries and the public health effects not being as stark, consumer spending has nosedived, and this has been coupled with the steep decline of exports and global trade, which are significant contributors to its economy. While its economy is doing better than initially expected, the aforementioned sluggish demand may prolong the recovery period. Germany's political landscape is in a state of flux, as far-right and the green parties gain popularity, and the

once-powerful democratic left has become alienated from the industrial, working-class base.

Meanwhile the French economy, Europe's second largest, saw GDP decline by 13.8% in Q2, although there was moderate improvement in May and June as lockdown measures eased. It was reported that economic activity was down 7% year-on-year in July, albeit an improvement on previous months, as construction activity ramped back up. Spain, however, has recorded its worst recession of modern times, with the economic shock leading to declines of 5.2% in Q1 worsening to 18.5% in Q2, coming out as the eurozone's worst performer.

The Irish economy is expected to shrink by 8.5% this year, and the Government's budget deficit increased to €9.5 billion in August, as VAT receipts reduced and spending on the likes of income supports related to the pandemic soared, compared to a deficit of €625 million this time last year, marking a year-on-year

The UK has entered a recession for the first time since 2009, with a decline of 2.2% in Q1 followed by 20.4% in Q2 – the steepest decline on record.

deterioration of €8.8 billion. In addition to contending with COVID-19, Ireland stands to be one of the most impacted countries in the eurozone at the hands of Brexit, with the lack of direction adding to the uncertainty. Furthermore, as a country that is heavily reliant on FDI, the performance of the US economy is particularly impactful.

As the end of the Brexit transition period fast approaches, and the economic shock of COVID continues to be felt, the UK has entered a recession for the first time since 2009, with a decline of 2.2% in Q1 followed by a negative figure of 20.4% in Q2 – the steepest decline on record. The Government has put in place various packages and supports to mitigate the negative impacts and start on the road to recovery, but it is fair to say that economic recovery will be heavily dependent on any recurrence of the virus and whether post-Brexit trade deals are secured.

Israel has posted its worst performance in more than 40 years in Q2, coupled with the CBS (Central Bureau of Statistics) reporting a 28.7% decline. This follows a 10.1% contraction in Q1, after 3.4% growth in the second half of 2019. The country's high-tech landscape has been largely unscathed in comparison to other sectors of the economy. The ripple effect from the pandemic has not been felt so far in the sector, but a slowdown is expected as the pandemic continues.

Record contraction for the US

The US started the year with strong optimism, but reported its sharpest contraction on record (since 1947) in Q2, at a rate of 32.9%. While it was hoped that recovery would ensue quickly, the second wave of the virus in some locations and resulting measures to suppress it infer that it may take longer than initially anticipated.

As the main driver of the US economy, consumer spending is a particularly important indicator, and declined by 10.7% year-on-year in Q2. Unemployment stood at 10.2% in July, down from 11.1% in June. In addition to the pandemic, rising tensions again between the US and China also pose a significant risk to its recovery.

Looking forward, unsurprisingly, projections for 2020 have been curtailed significantly, with GDP now expected to contract by 6.5%. Key commodities and materials have already seen a drop in prices, with oil and steel products bearing the brunt of this decline. Production facilities are slowing down, and in some cases, closing completely, which raises concerns over the ability to increase supply once demand returns.

Continued volatility in the GCC

In addition to COVID, oil prices, geopolitical tensions, global trade wars and macroeconomic performance continue to have a significant impact on growth and

make the GCC less predictable than most major global markets. A contraction of 7.3% is expected in the Middle East oil-exporting countries as of July 2020. In addition to the effects of COVID, the GCC remains highly dependent on the oil economy, and the market volatility will undoubtedly have a role to play in terms of the pace of recovery post-pandemic.

The UAE Central Bank has forecast economic contraction of 3.6% for 2020, having put together a comprehensive stimulus package to support the economy, with increased loan-to-value ratios for first-time home buyers, as well as the range of regulatory changes announced in 2019.

The pandemic is dealing a double blow to Saudi Arabia, with a high volume of COVID cases, as well as energy market turmoil, including cuts in production and an oil price decline to below US\$20 per barrel, saddling the Government with a budget deficit that could rise to around 15% of GDP this year. Officials have been reported to have doubled their borrowing plans and implemented a series of austerity measures, including raising the VAT rate from 5% to 15%.



Kim Hegarty
Director



The evolution of data centres

By 2025, the International Data Corporation (IDC) projects that the global need for data will skyrocket to 163 zettabytes, and COVID-19 has further increased our reliance in the interim. But how is this dependency on data in our day-to-day lives affecting the data centre sector?



Gavin Flynn,
Program Director



Eoin Byrne,
Associate Director

Today's world is dependent on data, and that dependency has been exacerbated by the COVID-19 pandemic. By 2025, the International Data Corporation (IDC) projects that the global need for data will skyrocket to 163 zettabytes. From our banking infrastructure to our smart homes, technology and information play an increasingly crucial role in every aspect of our daily lives. This demand will continue to propel the data centre market, which has changed dramatically since the 1940s, when large computer rooms like the Electronic Numerical Integrator and Computer (ENIAC) became the predecessors of modern data centres. From 2019 to 2023, the global data centre market size is expected to grow by US\$284 billion, at a compound annual growth rate (CAGR) of more than 17%. But with the accelerated pace of innovation calling for facilities that are built faster, on tighter budgets and to evolving specifications, the construction industry must first understand the new challenges impacting the market. By bringing improved construction management methods like cost management, procurement and supply chain management, the industry can address the new challenges related to cost and time to market.

The impact of cloud and edge computing

The adoption of cloud infrastructure has heavily influenced the requirements of modern data centres. With the

advent of cloud-based software platforms, the organisation of resources has shifted to hybrid cloud systems, which pools off-premises and on-premises resources to optimise digital processes.

Another shift in workflows that affects the market is the rise of edge computing. More Internet of Things (IoT) devices, and the increased need for real-time data analytics and interactions, have pushed the demand for applications to have their computing processes closer to end users, which is usually at the edge of a network. By 2025, it is projected that 75% of enterprise-generated data will originate and be processed outside of traditional data centres or clouds.

This restructuring of digital resources has caused many enterprises to begin shifting from owning or operating their own data centres to incorporating colocation and managed hosting services. Businesses are now spending more on cloud infrastructure services than on data centre hardware and software: from 2009 to 2019, spending on cloud infrastructure services has grown by 56% annually to nearly US\$100 billion, while annual enterprise spending on data centre hardware and software grew by only 4% on average.

Hyperscale and colocation

This substantial change in how digital resources and

infrastructures are managed has boosted the hyperscale market, but also shortened project timelines. More than half of data centre hardware and software spending now comes from cloud providers' hyperscale facilities. This massive demand for more capacity means that previously acceptable project durations are no longer sustainable. Providers must explore other options to reduce their construction schedules, which can include changing designs, land banking, developing cold shells and applying pressure to the construction market to match the speed of data centre growth. The added demand has a domino effect. If hyperscale facilities and their supply chains cannot meet the need for more capacity, enterprises can lease more space from colocation providers to handle changing workload requirements.

Modular construction

Another way in which data centre demands can be met is by adopting a modular construction approach. By applying modular techniques, speed to market can be addressed with an efficient supply chain. Modules can be manufactured offsite and tested for compliance, while the shell and core are built on location. Once the modules are ready, they can be shipped to the site and installed quickly. The simultaneous progress of all elements of the build shortens schedules significantly, with a 25-30% reduction in the time needed to build and commission a modular project.

There is also the added benefit of cost efficiency when adopting a modular approach. This is achieved by standardising certain building materials and designs. The modular method also employs economies of scale, where building materials that are mass-produced can be made at a lower cost.

Supply chain and procurement management

While modular construction methods may help in preventing delays and cost overruns, supply chain and procurement management processes are also extremely important tools that can be used to drive down costs and control project schedules. With market growth comes stress on the pool of available equipment manufacturers and suppliers, and if there are delays to equipment deliveries, then there will be interruptions in the overall project schedule. Equipment is a critical part of the project and can have a direct impact on a provider's ability to complete builds on time. By having an established supply chain with robust contracts, providers can take proactive steps to protect themselves.

Vendor Managed Inventory (VMI) is another key element. With the market moving towards more cost effective and consistent oversight of large equipment, VMI provides suppliers or the supply chain with more certainty around the construction project pipeline. This in turn helps them to be more economical

and flexible to align with their customers' demands. VMI also enables owners and data centre providers to reduce their overall lead time. Collaboration and information sharing between clients and suppliers are essential to drive these results. By implementing supply chain and procurement management processes, and working closely with suppliers, project costs can be reduced and delays can be minimised.

The next step in data centre construction

The changing requirements of data centre builds and the growing demand for capacity highlights the need for a solution that can bring projects to market quickly and within a reasonable budget. Providers must now look beyond traditional construction techniques to meet market demands by employing a developed approach to procurement and supply chain management in navigating the new age of data centre construction.





The impact of COVID on the supply chain

The supply chain has been one of the key casualties of the pandemic, with significant disruptions to delivery schedules and material supply remaining a core challenge.



Neil L Doyle,
Director

From the very early stages of the COVID-19 pandemic, with its outbreak in China and its proliferation around the world, and the subsequent and ongoing lockdown periods, the impact on the supply chain has been one of the key considerations and vulnerabilities for the construction industry. Significant disruptions to delivery schedules and material supply remain a key challenge, with diversification and strength within the supply chain now a fundamental objective. With the risk of financial instability, the strain on resources, and reduced efficiencies, lower working capacities and increased sanitation checks leading to longer lead times to contend with, there are three core pillars to focus on with regards to securing the supply chain, as discussed below; investment, diversity and resilience.

Investment

Construction is an essential component in the recovery of the global economy, constituting a key contributor to GDP for most countries and a vital source of demand for raw materials. As the industry continues to recover and restart, investment in the supply chain is a fundamental requirement across all levels.

Private investment and financial support from clients and Tier 1 suppliers should be provided to the lower levels of the supply chain to protect and secure it, and avoid further casualties of COVID-19. These lower levels are key to a successful recovery of

the construction industry, and with numerous suppliers affected by the pandemic, the focus should be to return to pre-COVID levels. Equity investments and acquisitions are crucial to the re-emergence of the supply chain.

It is also imperative that government stimulus packages are used to restart the economy and provide a boost to the lower levels of the supply chain to return to operations. The current shortage of materials will continue in effect if government support is not provided.

Lastly, with the delays caused by COVID-19, the sharing of business forecasting and planning is imperative to securing a supply chain. Many businesses are now employing the use of advanced purchasing and increasing inventory levels to provide short-term security in the supply chain. While this will provide encouragement to the suppliers, the onus must be on the supplier to maintain pricing levels and not pass the costs of inventory storage to the consumer.

Diversity

With the considerable disruptions to the supply chain, which are well documented at this stage, there has been an increased focus on sourcing more local suppliers, who have manufacturing capacity and materials available to circumvent the overseas shipping delays. This includes Tier 1 suppliers looking into local suppliers, with an overall shift away from dependency on cheaper produce available

from other regions. If COVID has highlighted anything to the wider industry, it has been the overreliance on China as the factory of the world, and there is now a marked effort to look at other low labour cost locations as alternatives.

The pandemic has undoubtedly spurred on key improvements across the industry and the supply chain, including innovation to maintain agility in the sources of supply and to mitigate the risk of issues in the supply chain. The ability to move quickly to activate secondary supplier relationships, and secure additional critical inventory and capacity is key. It may also be prudent to identify suppliers with shared resource pools for raw materials inventory, where it applies. Overall, the adaptability of suppliers is coming to the fore.

Furthermore, COVID-19 has impelled the digitalisation of supply chain management, innovation and the advancement of technology. This extends across resource planning, supporting increased communication without the need for complex travel arrangements and enhanced supplier relations.

The severe impact we have all witnessed within supply chains around the world has led to a rethink around different supplier resources, and mapping those out to reduce the impact in the supply chain when 2nd and 3rd tier suppliers can't meet demand. While it can be expensive as it requires time to build up a good





risk-mitigation strategy and an updated list of companies in the market, it is ultimately worth it to avoid disruption at times like this. Lastly, the importance of better due diligence checks and increased awareness across the supply chain cannot be underestimated. It is imperative to know all of the supplier base below level 1, and where the supply comes from to secure business continuity. There is also, of course, a need to now tighten up supplier selection protocols.

Resilience

Needless to say, resilience within the supply chain has become all the more important in light of the current pandemic. The impact of COVID is reverberating down the chain, through Tier 2, 3 and 4, given the unavailability of raw materials and components to feed up through. With the reduced efficiencies and loss of revenue as a result of less purchasing during the pandemic,

financial instability within the supply chain is a risk, and the increased strain on resources may drive some suppliers out of business.

Conversely, some businesses and supply chains have demonstrated their adaptability and changed their approach, and may have excelled during the pandemic due to demand, e.g. PPE, delivery services. We have seen collaboration across the supply chain in some instances, with suppliers working together with a common end goal in sight. Some have even seized opportunities presented by the crisis for growth, with new businesses emerging, although the long-term stability and viability of these companies could be considered somewhat precarious.

Ultimately, companies are quite susceptible to experience disruption in the challenging times we find ourselves in, with

potential factory closures at play, whereby manufacturing can grind to a halt very quickly. Supply lead times are being prolonged by the extra security and sanitation checks required, with packaging, loading and shipping taking longer than previously, and scheduling becoming more difficult.

Summary

Undoubtedly, the impact of COVID-19 on the supply chain has been a huge issue since the early stages of the outbreak and has been felt around the world. It has proved to be a significant challenge and vulnerability for the construction industry, and the need to protect and secure the supply chain has never been more apparent. There are three core pillars that we view to be fundamental in this regard, as discussed above – investment, diversity and resilience.

GLOBAL INSIGHT

Reimagining the post-pandemic workplace

COVID-19 is redefining how we live and work, as well as altering our perceptions of place, and challenging us to rethink the design and functionality of our spaces.



Adrian Farren,
Associate Director



Des O'Broin,
Director

The built environment will face new demands post-pandemic, and how we use spaces will change, from repositioning and adapting existing assets to building new ones.

Real estate has undergone quite a bit of change in recent years as is, with the proliferation of concepts such as coworking, flexible working and hot desking, providing new solutions that account for the evolving ways in which we work. However, COVID has certainly served as a catalyst for transformation with the commercial and corporate interiors space. In this piece, we put forward some of the key considerations in this sector for the near future, as we look towards a return to offices.

The role of remote working

Prior to the pandemic, the proportion of individuals working remotely was low, with figures from various labour force surveys indicating that just 5% of the workforce in the EU27 worked from home in 2019 – a proportion that had remained relatively constant since 2009. In the US, this figure was 7% according to the 2019 National Compensation Survey from the Bureau of Labor Statistics. Despite years of predictions about remote working being the upcoming trend and advocacy for its merits, a marked shift never really happened. And yet, suddenly in March 2020, working from home was thrust upon us as the new norm.

While productivity has been relatively unscathed – a recent Stanford report notes a 13% gain in employee performance related to remote working – it is clear that social and collaborative workplace engagement have been casualties of full-time working from home, and that employees may not feel as connected to the company culture as they do when immersed in it physically in an office. It is more challenging to maintain the more personable, human aspect of an organisation remotely.

Going forward, it is likely that there will be a happy medium in terms of remote working, and that corporate workspaces will serve as environments for collaborative working and connectivity, rather than a place where employees come to work on individual projects or tasks.

Density and space utilisation

Pre-COVID, soaring real estate costs were driving higher density and greater utilisation of space. Many large companies were forming global standards of office spaces, that were essentially a kit of parts to be adapted to different locations, such as tech hubs, easily configured offices, open-bench workstation neighbourhoods, and open network team areas. In terms of average square feet per employee, the norm in the 1980s was 200 to 300, according to Moody's Analytics, but by 2019, that average had fallen to 126.5.

However, with the social distancing measures in place for the foreseeable future, and the abovementioned role of remote working going forward, space capacity and functionality will change, meaning that traditional high-density configurations of rows of desks will have to be reconsidered. With offices expected to cater more towards collaborative and social functions, there will need to be a shift towards smarter spaces that are conducive to interaction and conversation.

HVAC

The role of adequate ventilation and indoor air quality in office spaces is obviously important, but it should be noted that not all heating, ventilation and air conditioning (HVAC) systems are up to the task for current requirements. Now more than ever, it is vital that systems are reviewed with fresh air intake in mind and relative humidity, and potential improvements, such as filter upgrades, pre-filtration options and purification solutions, considered. The opportunity for smart technology to optimise the systems should also be explored, in terms of monitoring CO2 levels as a fundamental air quality indicator (and of the performance of the ventilation system), and controlling the operation of the system.

A strong focus on well-being

In recent years, there has been increased focus on the role

of health and well-being in the workplace. Given that the average American spends 93% of their life indoors, according to the Environmental Protection Agency (EPA), it makes sense that now more than ever, organisations want to explore how they can optimise their workplace from a health and wellness perspective.

While certifications such as the Well Building Standard and Fitwel have been more and more popular in recent years, both have developed new standards in response to COVID. WELL has introduced the Health-Safety rating, which builds upon the existing pillars within the Standard, focusing on five key themes: cleaning and sanitisation;

emergency preparedness, which incorporates business continuity planning, building re-entry, and supporting resilience during emergencies; health-related services for occupiers; air and water quality management; and stakeholder engagement and communications. It is not confined to a particular type of facility and is customisable across 38 different criteria.



Meanwhile, Fitwel has launched a Viral Response Module as of the end of August, as an addition to its standard building certification. It provides annual, third-party certification of policies and practices, informed by the latest public health research on mitigating the spread of contagious diseases and incorporates turnkey policies that can be adapted to

specific requirements. There are five chapters involved: leveraging buildings to migrate viral transmission; building trust in the workplace; addressing mental health within residential settings; optimising density for people; and addressing health disparities in the built environment. While developers and tenants are reviewing their space requirements and looking

to adapt their office space for flexible and remote working, the reality is that the need for connectivity and collaboration will ensure that the office market remains somewhat resilient during these uncertain times.



Managing bioreactor lead times for success in biologics

Because of their long lead times, bioreactors can greatly influence a biotech project's critical path and affect the overall project timeline. Pre-COVID, Linesight has conducted in-depth market research to better understand the current conditions, drivers and future trends of the bioreactor industry.



Jeff Peragallo,
Director and Vice President
of Operations



Nigel Barnes,
Director of Life Sciences



Ronak Shah,
Scheduling and Project Controls
Graduate

With the global healthcare spend continuing to increase dramatically and projected to reach in excess of US\$10 trillion by 2022, pharmaceutical companies are making significant investments in the research, development, and manufacturing of biologics, which are drugs that are derived in living organisms. Biologics projects consist of many elements, including the overall design, construction, and start-up of the entire facility, but one of the most important pieces of equipment involved in the manufacturing process is the bioreactor. Because of their long lead times, these reactors can greatly influence a biotech project's critical path and affect the overall project timeline. By focusing early on a bioreactor's design and development, clients can control one key aspect in ensuring the successful and timely delivery of biologics projects.

Key considerations

- Preparing for a project's success begins with understanding critical equipment lead times
- Bioreactors are major components in biologics facilities
- Developed by rigorously distilling project and market data, Linesight's diagnostic reveals vital insight into the impact of bioreactor lead times on the overall project timeline.

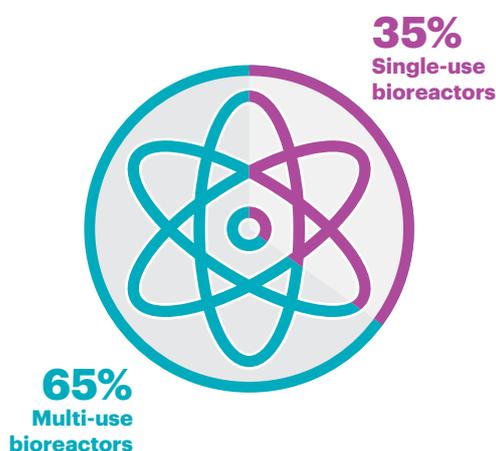
Investments in biologics are driven in large part by the global increase in life expectancy, improved access to medicines and the growth of non-communicable diseases, most prominently cancer, heart disease and diabetes. Spending on new cancer drugs alone is expected to grow by more than 50% over the next few years, with particular focus on the production of biologics. These biologics have revolutionised the treatment

of many cancers and chronic conditions, such as multiple sclerosis, arthritis and rheumatoid arthritis, Crohn's disease and other autoimmune diseases.

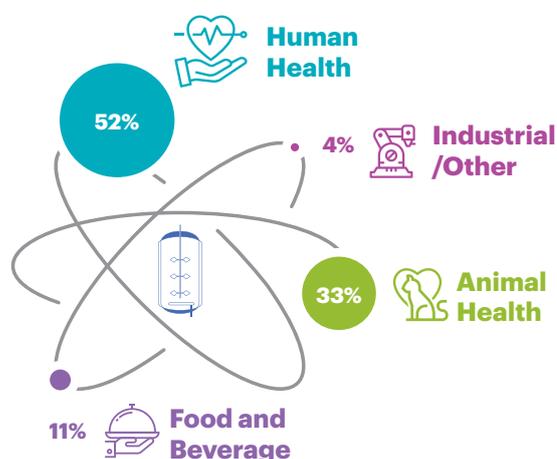
Additionally, established life science companies are upgrading their existing facilities to keep track with the latest regulations and technology. Start-ups are also joining the fray, as funding has become available based on the anticipated high return-on-investments. Thus, biologics manufacturing is expected to skyrocket over the coming years.

The manufacturing of biologics relies heavily on the use of bioreactors. A bioreactor is simply a vessel in which a chemical process, usually involving organisms or biochemically active substances derived from such organisms, is carried out. There are two types of reactors: multi-use and single-use.

TYPES OF BIOREACTORS BEING BOUGHT



WHO IS BUYING?





A single-use bioreactor, or disposable bioreactor, is a bioreactor that is lined with a disposable bag. A multi-use reactor is a vessel made typically of stainless steel or glass. With the full-on press of the pharma industry into biotech, the bioreactor market is red hot.

As such, with any significant investment, understanding the critical equipment and the lead times help our clients to better plan and prepare their projects for success. Our clients depend on us, as the market intelligence leader, to bring this insight to their projects.

To this end, Linesight created a diagnostic that was based on real-time data that was gathered through a survey administered

to a cross-section of bioreactor manufacturers located across the globe. The respondents were business owners, operations managers, and sales managers with current project experience. The objective of the survey was to understand the current conditions, drivers, and future trends of the bioreactor industry.

Insights and market forecast

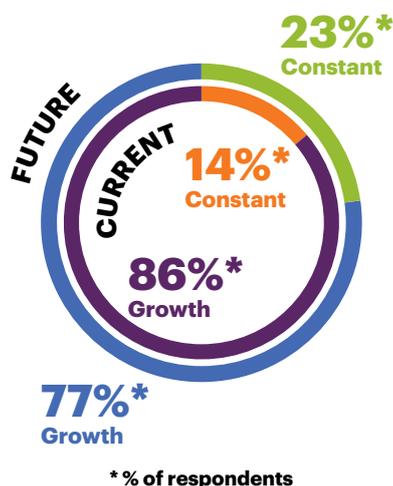
Historically, the US and Europe have been the major consumers of bioreactors and continue to be in a strong position with robust demand. The US biologics market could, however, face possible threats to its vitality, depending on the US Presidential election and any incoming changes to policies regarding healthcare

and drug pricing. The market in Asia, on the other hand, is having a major effect on the purchasing of bioreactors and is expected to see growth, with many of the bioreactor suppliers moving to the region to meet the demand. 80% of the reactor suppliers see the market increasing in activity, thus adding more pressure to lead times. The factors that are driving biologics are not expected to change if a global recession were to occur.

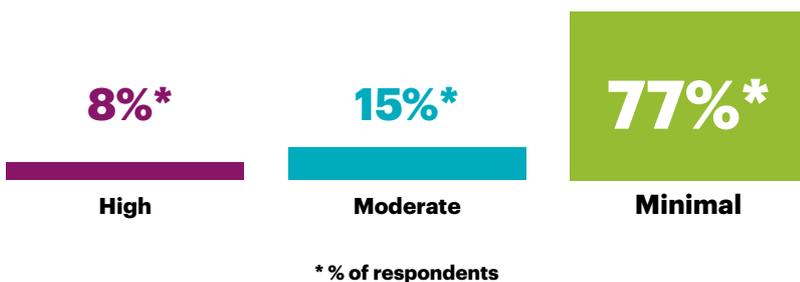
Conclusion

With their long lead times, bioreactors are driving the critical path of biotech projects. Though lead times are primarily influenced by reactor size and the manufacturers' supply chain, there are specific actions that clients can take to help minimise

MARKET CONDITIONS



IMPACT TO MARKETPLACE IF GLOBAL RECESSION OCCURS





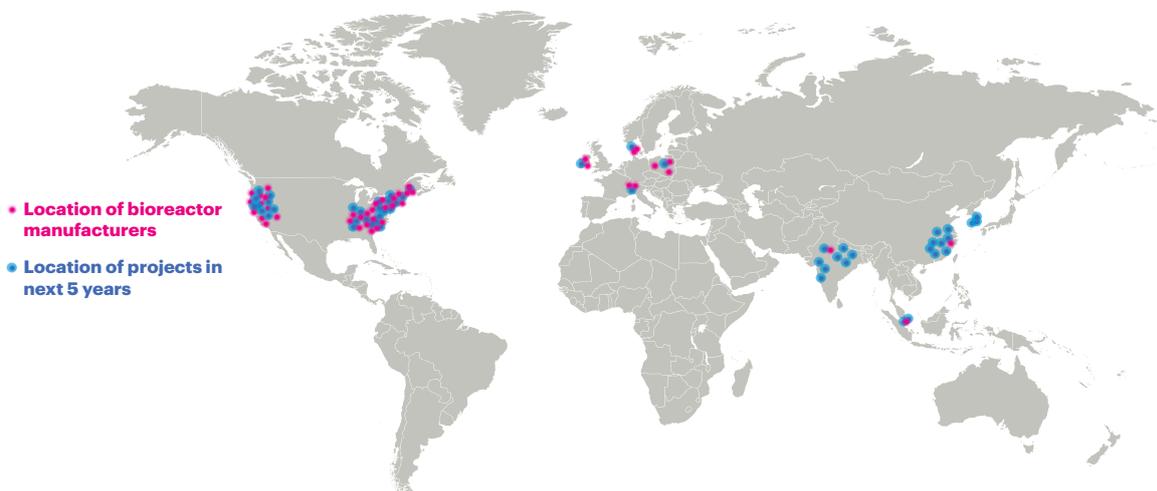
delays by **locking in their process design early**, providing **focused show drawing reviews** and **streamlining approvals**. Linesight has seen success with clients that have a strategic focus on sourcing. These sophisticated clients have engaged Linesight to bring industry and marketplace expertise to help implement and execute sourcing strategies that are aimed to deliver value across their programme of work. These clients have successfully

leveraged their buying power and have strategically aligned with some of these reactor manufacturers to improve costs and lead times. The work does not stop at the sourcing stage; order management is equally important, where focus must be on maintaining regular contact with the manufacturer and visiting the fabrication facilities to ensure processes are on track. Understanding bioreactor lead times and working with

construction consultancies that have experience in reducing delays on this critical equipment are proactive steps to ensuring overall success on biotech projects.

Please note that this study was conducted pre-COVID, so bear in mind that supply chains are disrupted and as a result, lead times may vary at this juncture.

WHERE THEY ARE VS WHERE THEY ARE NEEDED



The true adoption of BIM - adding tangible project value?

Despite improved quality of information, as well as more accurate and speedier cashflow analyses being obvious advantages in the built environment, these benefits of BIM are often not realised to their full potential, due to implementation or adoption issues.



Diarmaid Connolly,
Associate Director

It is fair to say that BIM has been a topic of great interest within the construction industry over the last number of years, hailed as one of the core ways that we as an industry are embracing technological evolution, tackling inefficiencies, improving information quality and increasing design team collaboration. It is true that it offers a number of distinct advantages, and yet, as noted by John Hainsworth of Aurecon in his article, 'The promise of 'digital' won't be achieved by doing things the way we've always done things', with an array of definitions and a lack of clarity surrounding BIM, its full benefits are yet to be realised. John points to the fact that its implementation is often carried out in a file-based, transactional manner, with a truly collaborative approach absent and ways of working essentially the same as they have been traditionally – just using the technology to do the same things and missing out on the potential benefits.

At Linesight, the lack of willingness to fully adopt is something that we see on a global basis, although the extent does vary somewhat from region to region. We have adopted BIM on a global basis and invested heavily in its implementation, both in hardware and software, and in continuous staff training, to ensure that we are up to date with the latest developments and at the forefront in terms of its effective utilisation. Below is a summary of the key benefits

that we see in the effectual use of BIM.

Speed and agility

The pace at which estimations can be produced increases considerably with the use of BIM, and this is one of the key advantages of its effective implementation. It enables the creation of option costs with greater speed, as well as the potential for live cost planning and modelling – introducing a level of agility with cost planning and estimating that has not traditionally been possible. Ultimately, this leads to faster decision-making and thus, a faster speed to market.

Accuracy and quality

Information accuracy and quality has been a particular challenge for the industry in recent years, with the UK's 'Get It Right' initiative finding that information errors cost the industry an estimated 5% of project value globally. In addition to the abovementioned speed and agility benefits, effective BIM implementation increases the accuracy with which cost estimating, planning and modelling can be carried out, by minimising the risk of human error, as well as supporting a higher quality of information. This in turn leads to a more cooperative project, as tenderers are much less likely to recover costs incurred due to poor or inconsistent information.

Increased productivity

While increased collaboration is often touted as a key benefit

associated with BIM, this is not something that comes to fruition as often as one may think. The technology facilitates clarity, transparency and real-time sharing of information across the project team, coordinating information from various disciplines and eliminating version control issues, as well as keeping the lines of communication open. However, a proactive approach is needed across the team to actually realise these benefits, which is quite often lacking.

Cashflow

Managing and forecasting cashflow throughout a project is fundamental to its success, and traditionally, cashflow analysis is a lengthy and tedious process. From Linesight's perspective, this is one of the biggest advantages associated with BIM – its effective adoption facilitates more accurate speed forecasting by linking cost-loaded models and programmes, with more detailed models producing more accurate cashflow analyses. Ultimately, our early involvement in a project means that cashflow investment can often be deferred, which is particularly beneficial for projects with a large capital spend.

Cost intelligence

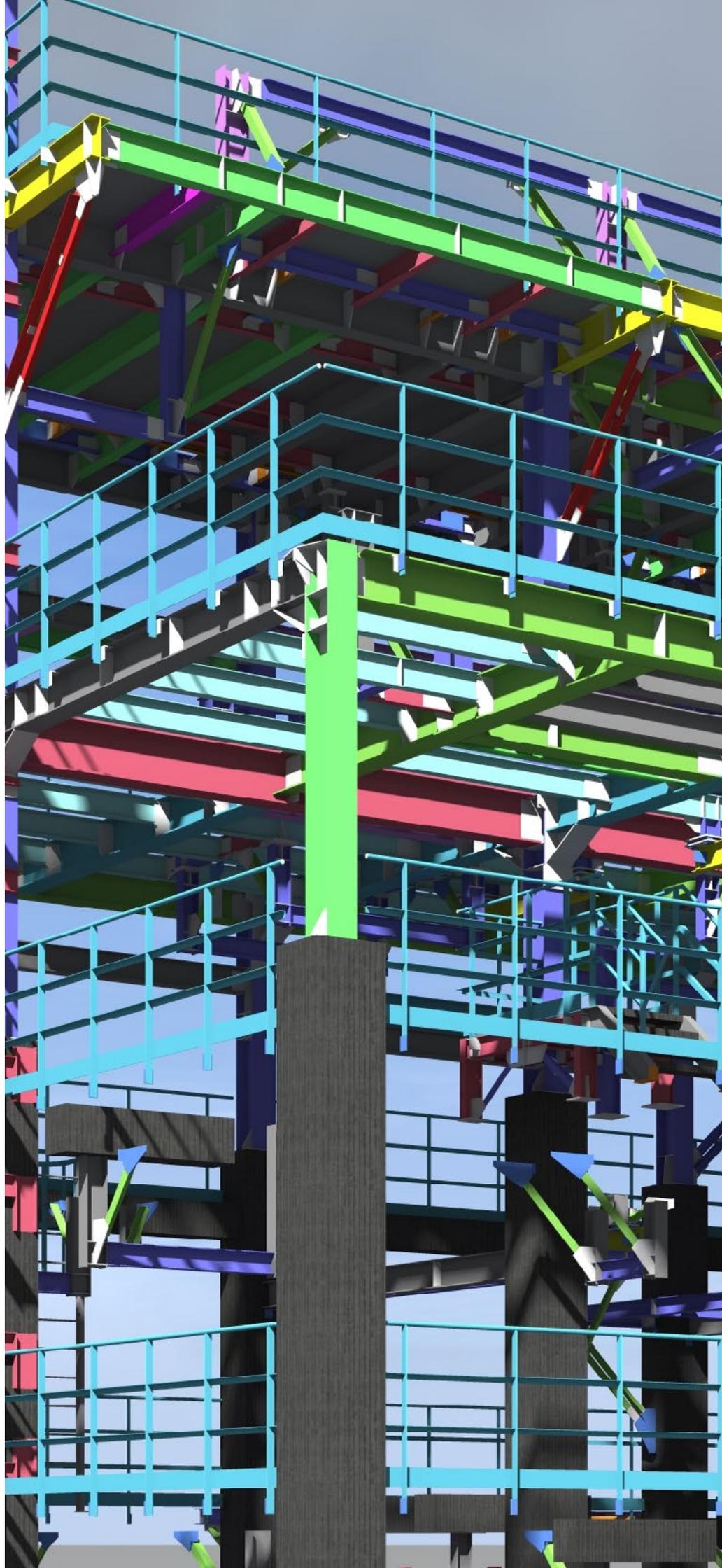
While benchmarking is not a new methodology, BIM facilitates it at a more accurate level as costs are broken down in more detail in the models, so by splitting the model, it allows us to benchmark specifics. However, by using BIM to its full potential, it pushes this further, to what we refer to as

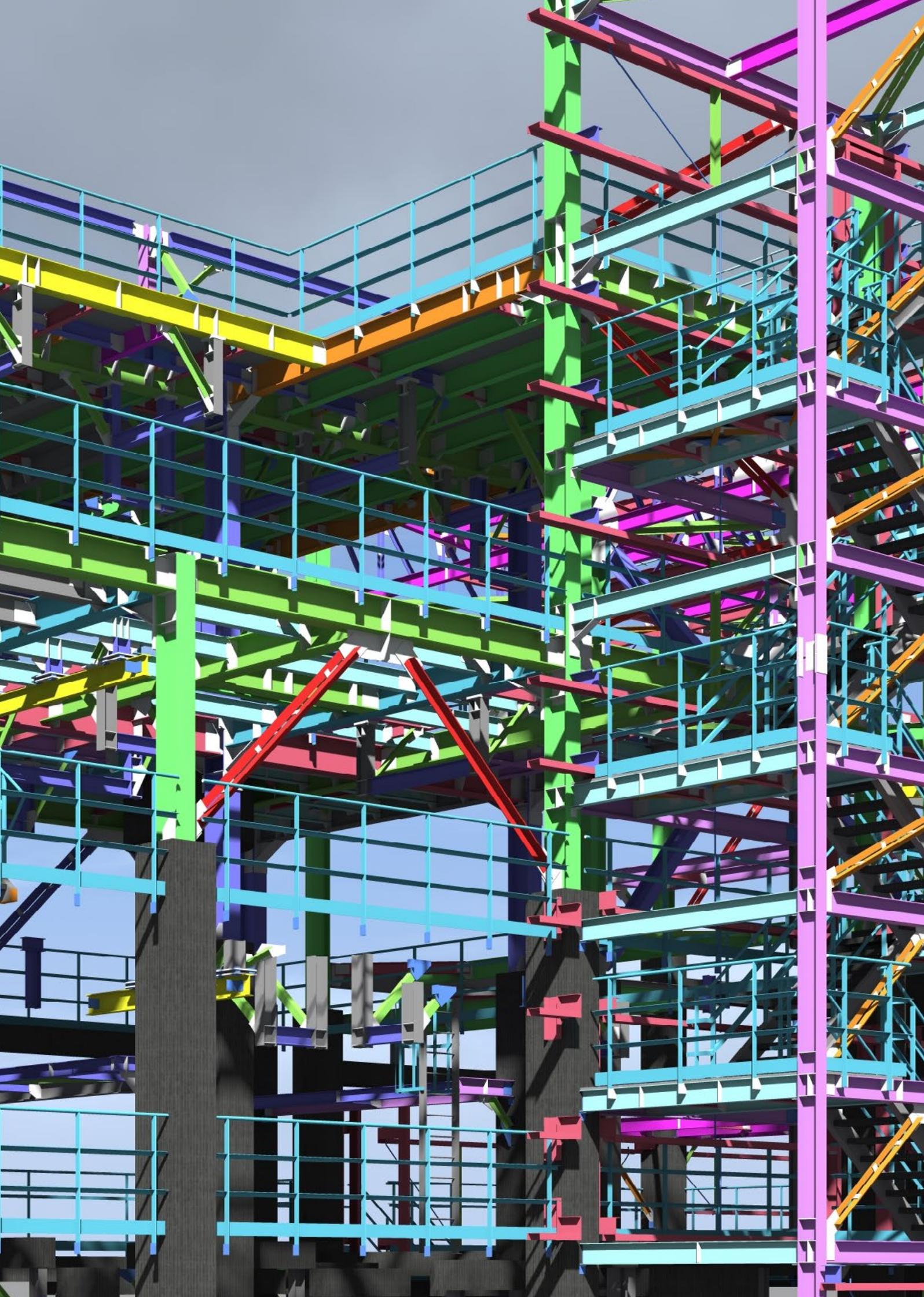
cost intelligence. With a deluge of complex data associated with projects nowadays, utilising the latest data visualisation tools brings this data to life in a meaningful way – illustrating trends and concepts in a quick and easy-to-digest format, allowing project teams and clients to draw conclusions from large volumes of data and inform effective decision-making.

In summary

While the benefits of BIM are often well-covered, these are not often realised to their full potential due to implementation or adoption issues. Ultimately, the technology is there, but not the willingness to take the leap of faith to truly adopt and trust the use of BIM. At Linesight, we believe that clients and design teams should consider this sooner rather than later, as the rewards are rich. We've made the jump and seen significant benefits in the built environment for our clients – are you ready for the leap?

Information errors cost the industry an estimated 5% of project value globally.





Keeping it Lean and bringing contractors along for the journey

Lean concepts have been applied with much success in many industries and service provider organisations around the world. But how can it positively impact the built environment, particularly in the current landscape that we face, and why has its adoption amongst contractors been relatively slow to date?



Jeff Peragallo,
Director and Vice President
of Operations



Pat Unger,
Associate Director

The landscape for the construction industry has changed immeasurably in the face of the current global pandemic, similar to almost all other industries. It would seem now more than ever, that Lean principles would be beneficial to help the industry navigate into the post-COVID world. Furthermore, with the ever-growing demands and complexities associated with the built environment, and the well-publicised productivity challenge within construction (more than 70% of all construction projects are completed late and over budget), it is evident that the industry requires some level of disruption to enable it to keep pace of the progress other industries are making in terms of efficiency. So, why is Lean Construction still not fully embraced by contractors, and what do you as an end-user need to be aware of that can lead to this reticence to adopt?

What is value, and how is it driven by Lean?

Value is defined as what the customer perceives as important and is willing to pay for. It comprises anything that moves the project closer to completion and that cannot be reworked. True value is the 'why' behind a project being undertaken and the desired outcome or objectives, and this typically extends beyond budgets and schedules. Lean focuses on the prioritisation of the operational needs and values of the users, while delivering on budget and schedule, promoting innovation that optimises value

and eliminates waste.

Eliminating waste and inefficiency
Construction industry studies have shown that in excess of 50% of the effort required to deliver a project is typically non-value-added effort, or waste from the perspective of the client. By focusing on non-value-added activities, processes are constantly reviewed for any waste or inefficiency, and what the client-led value objectives are, to achieve true alignment. Ultimately, it leads to productivity gains, optimal ways of working and the optimisation of project outcomes.

Nurturing a collaborative culture
Traditionally, construction is a combative industry – teams work in silos, the built environment is increasingly challenging, and as referenced above, productivity is stagnant. A combative culture will derail Lean, and will often have tangible impacts on a project, both in terms of cost and schedule. The Lean concept turns this on its head, championing collaboration, trust and open communication between all members of the project team, streamlining the efficiency of the project team and giving the highest chance of collective project success.

Streamlining the workflow and project delivery

Not only does Lean remove waste and inefficiency, while facilitating early engagement, consistent collaboration and constant communication, but these

factors intuitively streamline the workflow. Furthermore, the use of methodologies, such as modular and prefabrication, support fast-tracked delivery, as well as optimising the capital spend.

Why are contractors slow to adopt Lean?

Contractors play a key role in the adoption of Lean, as they are responsible for the key facets of a project, including cost, schedule, safety and quality. And yet for the most part, general contractors have been somewhat slow to embrace it. Why is this the case?

A fundamental, organisational change

Lean is a significant change for any business, and can be perceived as a somewhat abstract methodology for those from a traditional construction background. It essentially changes the contractor's organisational approach at its core, and so it must be fully bought into and believed to be achievable to facilitate such a fundamental change.

Tight profit margins versus perceived cost

Construction contractors typically operate on a relatively tight net profit margin before tax, sitting around the 3% of revenue mark. Inevitably, the perceived costs associated with the necessary training and implementation of Lean will be a particularly important factor in this case, and may play a hand in its slow adoption as a result. Any potential adopter will need a good understanding of what level



of productivity loss they should expect during the learning and implementation phase.

An elemental approach

Lean's main allure for the construction industry comes in the use of elemental and relatively inexpensive tools, which again taps into its inherent value. Breaking activities and tools down will be cost-efficient but effective. A platform like Last Planner is an example of one of these tools.

What is the value to the contractor?

Similar to the client, Lean offers a distinct value proposition to

the contractor, and again, the value relates to productivity. In an industry in which productivity is poor and wages account for a substantial proportion of total revenue, a marginal increase in productivity arising from a methodology such as Lean will have a significant impact on profit. For example, a 10% uplift in productivity in a business, with 3% average profit where wages amount to 35% of total revenue, will double the profit.

Furthermore, achieving improved productivity helps to mitigate against risk in a business that is inherently risky and competitive, and so it is hard to understand

why the adoption rate is still remarkably low. However, the general consensus is that these distinct benefits have been lost in translation along the way, and that hard facts and statistics are needed to address this in terms of which contractors will be receptive.

What Lean techniques and practices are particularly relevant in a post-COVID world?

While the benefits that off-site methodologies can offer is relatively well-known, the potential for OSM to counteract some of the productivity challenges arising from COVID



measures (for example, reduced capacity on-site due to social distancing) is significant. Another system worth referencing in this regard is Last Planner, with its capabilities to produce a predictable and efficient work flow all the more pertinent with the current challenges being faced in the industry.

Conclusion

While we see Lean being readily adopted in some sectors, it is typically more widely accepted in manufacturing and industrial-type verticals. This is because the Lean concept is ingrained in their background, and as a result, it is second

nature. For contractors, Lean can represent a daunting and costly investment, but it is evident that the derived benefits of adoption are worthwhile. There are many examples of contractors embracing the methodology to its full effect, and perhaps part of the solution lies in learning from peers and allies, exploring case studies of what has worked well in the adoption approach.

While overall, challenges to its widespread adoption remain, the benefits of Lean to projects and the construction industry as a whole are clear. It promotes the elimination of waste and inefficiency, nurtures

a collaborative culture and streamlines the workflow and project delivery. In bringing the concept to the forefront, Lean becomes a client-led objective, with a clear statement of the intention to embrace the Lean approach to all members of the project team at an early stage. It must be implemented through a systematic, process-driven and program-based approach. Ultimately, there's a great deal to gain by innovating project delivery. The Lean methodology has a lot to offer, which begs the all-important question: where are you and your organisation on the Lean journey?

The rise of the smart hotel

Intelligent buildings are not a new concept, but the level of advancement is gathering pace, and the way in which smart technology is being adopted in the hospitality sector is evolving.



Andrew Callaghan,
Director



Des O'Broin,
Director



Hugh McElvaney,
Senior Quantity Surveyor

Intelligent buildings are not a new concept, but the level of advancement is gathering pace and the increasing adoption of smart technology is spreading across multiple sectors. While these core drivers impact every sector, the influence of technology and shifting demands is particularly significant within the hospitality sector, as it shows a marked shift towards integrating these technologies into the latest developments. This boils down to a few key factors, as discussed below. It is important to bear in mind that while the sector is currently struggling with the impact of COVID, it will recover in the coming years as the world adjusts to the 'new normal', and smart technology will play an even more important role in its recovery and success.

The hyperconnected guest

One of the most fundamental drivers behind the trend for smarter hotels comes in the form of the rise of experience consumption, which is a key catalyst in a sector wherein consumer needs are front and centre. As noted by Alex Witkoff, Executive Vice President of Witkoff Development, at Bisnow's Hospitality Investment, Development and Management Summit in New York earlier this year, "Spending on the experience economy is expected to reach \$8 trillion by 2028". The experience is becoming even more important to the guest and optimising this can make all the difference against an increasingly

competitive landscape. Recent reports actually suggest that 2020 will be the year that customer experience overtakes price and product as the key brand differentiator.

There is a plethora of ways in which intelligent technologies can be leveraged in order to optimise the guest experience, but the crucial aspect is its ability to tailor and personalise their stay. Indeed, 86% of consumers say personalisation plays a role in their purchase decisions, according to recent Kahuna survey, and brands that incorporate personalisation by integrating data and advanced technologies report revenue increases of 6-10% (Qubit). Ultimately, Millennials or Generation Y form a very significant proportion of the target market, influencing the design of new hotels, from incorporating new technologies to the inclusion of co-working areas.

Customer expectations are evolving in line with their adoption of technology in their day-to-day lives. Guests are using technologies, from streaming services and smart assistants to remote climate control in their homes, so the expectation that hotels will have the infrastructure to support and match these technologies is taking hold. They expect the ability to tailor their experience to some extent, and to have the autonomy to control their space and hotel experience, including:

- Climate and temperature

control

- Temperature for showers
- Curtain/drapes/blinds
- Entertainment systems
- Hands-free, voice-control
- smart assistants
- SmartBed™ technology
- Smart self-check-in/check-out kiosks

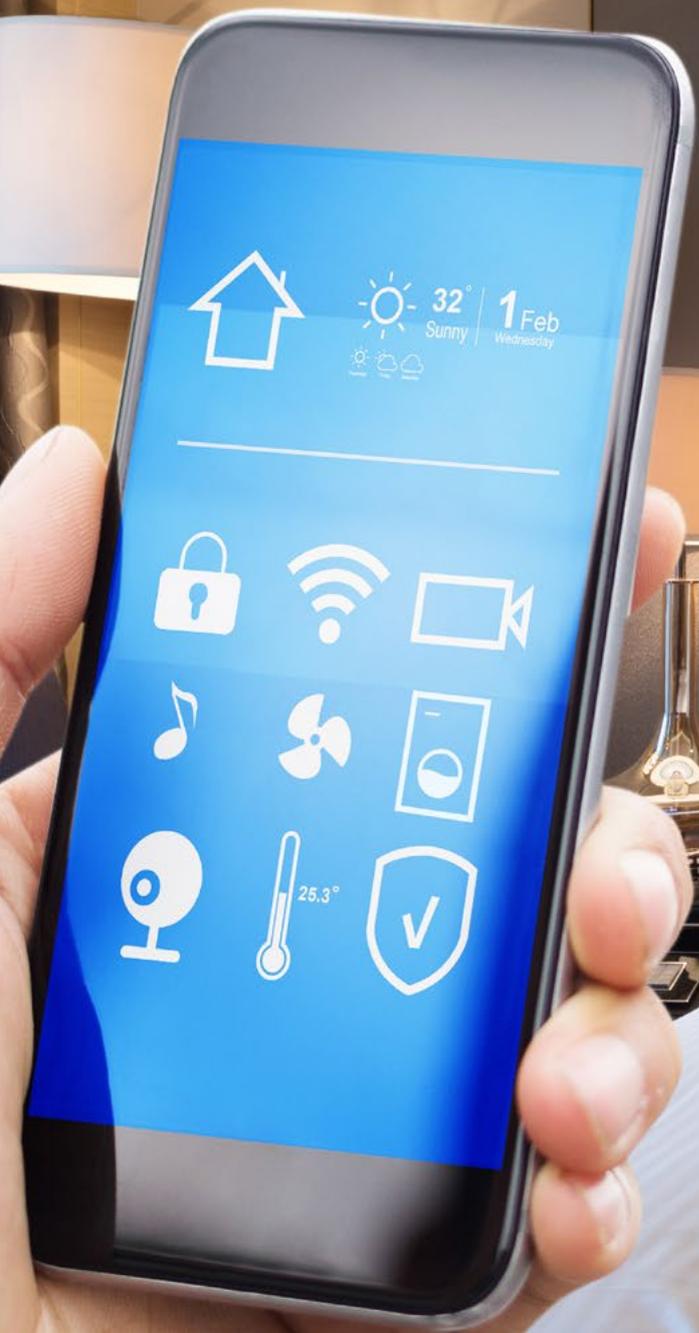
Needless to say, it is now the norm to interact with multiple devices at any given time.

Furthermore, hotels are now in a position to collect and analyse insightful data, and to anticipate, manage and understand guest preferences, in order to enhance the guest experience.

Data-driven insights will help to personalise the experience and guide service provision.

Guiding operational efficiency

The second key driver lies in operational efficiency. Integrating smart technologies, from the simple occupancy detection systems to the more complex smart phones operating the lights and electricity within a room, keyless access and mobile check-in — these measures are proving to offer tangible benefits to the running costs of a hotel. We are moving towards the concept of a truly connected hotel, by leveraging Internet of Things (IoT) technology to ensure systems work together and communicate to deliver efficiencies in all areas. This extends from robot butlers delivering your room service to digital door signage functionality, to allow housekeeping staff to remotely see the rooms to be





cleaned and devise an efficient workplan around that live data.

Smarter hotels in practice

Yotel, Citizen M, Best Western and Wynn Resorts are just some of the names adopting and promoting these new technologies. Marriott International is often perceived to be leading the charge in this regard across its 30 brands in 126 countries, from integrating keyless access on a widespread basis, to continuing to work on its connectivity and adoption of smart technologies via its IoT Guestroom Lab within its Innovation Lab. An example of how it is implementing this technology in practical terms lies in the Aloft Hotel chain, which sits under the Marriott umbrella. Linesight was a part of the team that delivered its Dublin City branch last year, with some interesting and forward-thinking technologies delivered as part of the project:

- Mobile check-in
- Keyless access via an app
- Wireless printing facility in reception
- Large video walls to reception and bar area
- USB charging sockets
- Integrated international adaptors in guestrooms
- A fully-integrated VRF AC system, controlling the room

temperature and power supply to the room

- An integrated door sensor for room access. Once the room is activated by the guest's smartphone, the power is automatically supplied to the guestroom and the VRF system comes online and goes offline automatically when the room is unoccupied for any length of time
- An automated minibar system - once an item is removed, if it is not returned within a certain time period (can be set by the operator), a charge will be applied to the room for that item
- 43" smart TVs in all bedrooms with a casting system for the whole hotel, to allow guests to watch content from their own devices
- A room service robot named 'Lofty' or 'Botlr'. Once an order is made and placed, the robot travels to the lift, which it calls wirelessly on its way to the room. Once it arrives, the room phone will ring and inform the guest that the order has arrived

Costs

There are reasonably significant costs associated with upfront investment in these technologies

and systems, including high-speed WiFi everywhere and boosters for the latest 5G mobile coverage, but the pace of demand for smart hotels and the latest technology is on the increase.

In summary, the hyperconnected guest, and their needs, evolving habits and expectations are driving the shift towards smart hotels. In their 'home away from home', they expect an integrated experience that aligns with the technology that they have become accustomed to in their day-to-day lives. Hotels should leverage the data that they can now readily collect to glean meaningful guest insights, and to anticipate and better manage guest preferences. Room presets based on loyalty scheme guest accounts can have the room set-up for guest preferences, including temperature, lighting and even minibar contents.

From an operational perspective, there are a multitude of benefits that arise from integrating smart technologies, from streamlining running costs and optimising operational efficiency, to reducing power consumption, and playing its part in making the hotel a more sustainable facility.

A portrait of Jason Tse, a man with short dark hair, smiling and wearing a dark suit, white shirt, and patterned tie. The background is a soft gradient from light to dark purple.

“You are given responsibility and challenged but provided the necessary tools and the support of highly-experienced managers to succeed. I feel rewarded for my hard work – I am learning so much and surrounded by a great team of people, which is fundamentally important to me in my day-to-day role.”

Jason Tse
Cost Manager

What we do

Our services are tailored for your project, delivering maximum efficiency from inception to completion. We specialise in key areas, to provide faster project delivery, greater cost efficiency and maximum value.



Project Management

Delivering project success through strategic planning and stringent controls.



Supply Chain Management

Providing efficient logistic strategies to streamline the delivery of equipment and services.



Cost Management

Driving better value for money at every stage of the construction process.



Health and Safety

Securing compliance, and providing design teams and clients with expert advice and independent review.



Program Management

Managing a network of projects simultaneously in order to deliver program success.



Consultancy

Providing professional, hands-on advice and guidance throughout every stage of your project.



Project Controls

Controlling every aspect of a project to deliver maximum performance and long-term success.



Planning and Scheduling

Providing an initial project overview, developing a detailed structure and identifying schedule controls.



Procurement

Adopting the most appropriate strategy to suit both public and private sectors.



Monitoring and Due Diligence

Independent examination of project information, identification of risks and compliance issues, cost verification checks and ongoing monitoring of project milestones.



Our values

Over the years we have developed a way of working that ensures quality and consistency in how we operate. Our five core values inform what we do and how we do it:



Partnership

We are focused on our clients' goals and work closely with them to achieve the best possible results. We believe in collaboration. When we share our experiences and combine our expertise, we can achieve great things.



Progress

We believe in always moving things forward and finding better ways of working. We're not just focused on what we do but also on what we can achieve. We are driven by success – for our clients, our partners and each other.



Integrity

We are fair, open and ethical in everything we do. We challenge things we believe to be wrong and are open to being challenged by others. We take pride in the quality, accuracy and independence of our work.



Resourcefulness

We work around the world, in diverse sectors and for clients with distinct ambitions. This requires us to act effectively and creatively in new and complicated situations. We rely on our individual and collective abilities to resolve any challenges we may face.



Long-term view

We believe in working sustainably, and so we build enduring relationships with our clients and partners. We work together in a way that is respectful and considerate of each other and the wider society in which we live.



Our culture

Our **bold ambition, honesty** and **confidence to deliver**, together with our commitment to cultivating **meaningful relationships** is what sets us apart.

Our distinctive culture has always played a key role in our success. As a business we want to be intentional in maintaining and working within the principles of our distinctive culture.



Embrace clarity

Our emphasis is on direct communication - our preference is always face-to-face, or to pick up the phone. We express ourselves clearly, honestly and effectively in our communication. We are pro-active in inviting and providing actionable feedback.



Own and empower

We have a highly developed sense of responsibility for identifying problems, finding solutions and executing with excellence. As individuals and teams, we are free (and encouraged) to exercise our judgement to reach our goals.



Lead by example

We believe in mentoring as a way to strengthen and develop ourselves and provide the resources, environment and flexibility required. We practice 'reverse mentoring' between junior and senior employees - every single person in Linesight has something to teach.



Connect for good

We are team players, collaborating globally and locally to deliver exceptional results. We encourage and nurture relational rather than transactional business relationships, continuously building a totally inclusive working environment.



Bold ambition

We continuously develop our global team, with a shared drive and ambition to deliver exceptional results. We believe success is winning unreserved recommendations for exceptional work and impact. We always work with an eye on the future, whilst delivering on our commitments and objectives.

Working with you, wherever you are

With staff located across Europe, MENA, Asia Pacific and the USA, our reach is truly global. We are delivering projects in over 40 countries and are always exploring new areas of opportunity. We offer first-class consultancy on major projects across 13 specialist sectors, and we have developed a broad portfolio of innovative projects in every region.

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Commercial Fit-Out

Data Centres

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Food and Beverage

Healthcare

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Hospitality

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Residential

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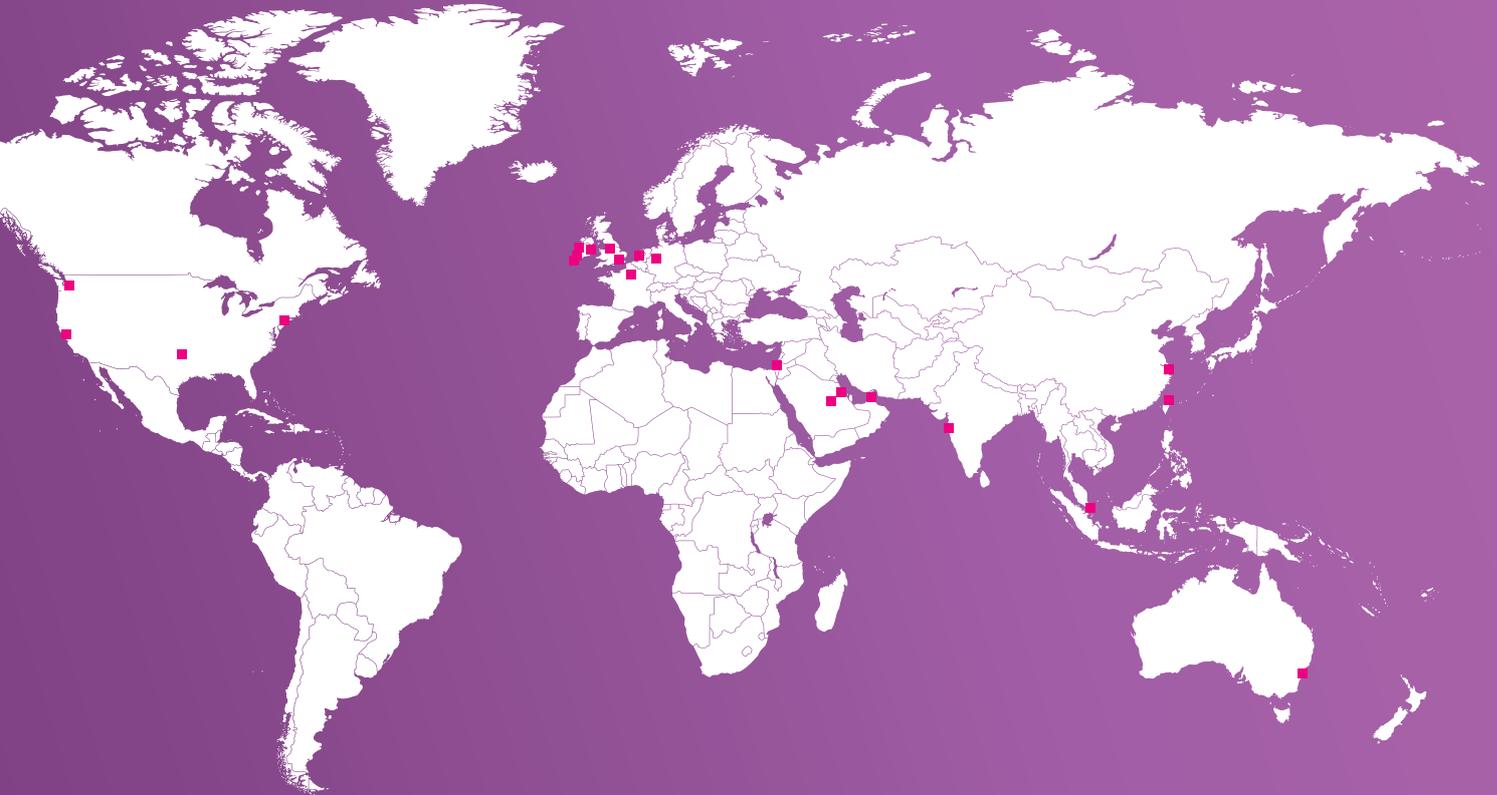
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