

**Title:** Integrated supply chains provide opportunity for added value on construction projects.

**Sub-Title:** Integrated supply chains provide an opportunity for added value for the three key construction stakeholders on the construction of third level education projects.

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**Purpose:** The aim of this research paper is to establish that there is an opportunity for added value in the construction of third level educational buildings, as a result of the adoption of the principles of an integrated supply chain by the key construction stakeholder groups. Traditionally the construction industry has been dominated by project based production involving a number of independent stakeholders joining in one off collaborations. As a result the construction supply chain is generally relatively fragmented with an unstable production environment and low industry performance, particularly compared to other industries. The application of an integrated supply chain has been considered as a possible solution to the many issues in the construction industry. This study demonstrates the opportunities available to the construction industry.

**Methodology:** A comprehensive literature was conducted followed by data collection which included semi structured interviews and a focus group. The researcher identified a live case study which was representative of construction projects of a similar size. This case study included the three main stakeholders on a construction project, the client, the main contractor and the design team members.

**Findings:** The integration of construction supply chains provides an opportunity for added value with a direct correlation between added value & sustainable competitive advantage. The drivers for greater SCI, include the delivery of operational and competitive advantage through higher levels of productivity and efficiency resulting in the achievement of greater added value for the client at less costs to the supply chain as a whole. Unique value is created that cannot be achieved independently.

The construction industry is slow to adapt and adopt innovative management approaches like SCM, a national policy group representing the views of the 3 key construction stakeholder groups is required to drive its implementation. Construction clients coupled with the choice of procurement route play a critical role in the level

of integration of the supply chain. The researcher recommends the design, implementation and monitoring on a pilot basis of a tailored procurement process to facilitate supply chain integration.

Added value priorities and understandings differ across the industry, the researcher recommends the adoption of a formal procedure for the identification of the clients key priorities at project initiation stage.

**Keywords:**

Supply chain management; integration; added value; procurement routes; communication; collaboration & trust.