



Risk-Based Decision-Making Framework for Implementation of Collaboration and Integration Strategies

Suryeon Kim¹; Prashna Ghimire²; Philip Barutha³; and H. David Jeong, A.M.ASCE⁴

Abstract: As construction projects have become larger and more complex, collaboration between project participants and the integration of work processes have become essential elements in delivering a successful project. Collaboration and integration strategies serve as vehicles to enhance these aspects and are known to significantly improve project outcomes. However, limited organizational resources may make it challenging to employ all these strategies on a single project. A project team needs proper guidance in selecting the most appropriate strategies to maximize its return on investment. Previous research has primarily focused on measuring and estimating the effectiveness and efficiency of these strategies rather than on providing a systematic approach for selecting them before a project begins. Given that these strategies often involve significant behavioral changes and financial investments, the implementation of a systematic decision-making framework is imperative. In this study, we developed a decision-making framework that enables project participants to systematically identify the most suitable collaboration and integration strategies based on the specific risks associated with a construction project. A multicriteria decision-making technique based on the elimination and choice translating reality III (ELECTRE III) algorithm was applied in this research, and industry-wide questionnaire survey responses provided input to the model. In this study, we used three hypothetical scenarios to demonstrate the decision-making process and validated the framework with two case study projects. The proposed risk-based decision-making framework aligned with actual practices and turned out to be reliable and effective. The findings of this study are expected to aid project stakeholders and participants in selecting optimal combinations of collaboration and integration strategies that can provide maximum value to projects. The proposed framework will enhance project participants' decision-making capabilities by providing a systematic approach that takes multiple project risks into account simultaneously and maximizes decision flexibility. DOI: 10.1061/JMENEAMBENG-5719. © 2024 American Society of Civil Engineers.

Practical Applications: Collaboration among project participants and the integration of work processes are essential for improving project outcomes in the construction industry. A range of strategies is available for promoting collaboration and integration, enhancing project value and performance. The selection of the most suitable strategies is crucial, considering limited organizational resources that must be allocated wisely in order to maintain competitiveness. In this study, we identified 22 collaboration and integration strategies and proposed a risk-based decision-making framework for the selection of the optimal strategies. Project participants can systematically prioritize these strategies based on a project's risk profile, which is established in the early stages of a project. This framework offers flexibility in decision-making and allows for hierarchical prioritization. It serves as a valuable tool for project participants who may lack experience with or knowledge of collaboration and integration strategies, facilitating well-informed decisions that take project-specific risks into account. Furthermore, the framework provides insights into bundling strategies, which can reduce redundancy and minimize organizational investment. These benefits contribute to a more streamlined decision-making process.

Author keywords: Collaboration and integration strategies; Risk-based decision-making; Elimination and choice translating reality III (ELECTRE III).

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Introduction

The construction industry has often been criticized for its fragmented nature (Franz et al. 2017). A typical and traditional way to deliver a construction project is based on a transactional contracting model (Miles and Ballard 1997), which intentionally isolates project participants by rewarding individual success regardless of impact on overall project outcome (Alves and Shah 2018; Ashcraft 2014). Because this structure is prone to transfer project risks from one party to other parties, it creates an adversarial and insular interorganizational relationships and creates numerous claims, conflicts, and disputes (Ashcraft 2014; Elsayegh and Eladaway 2021). Furthermore, it limits communication and personal involvement, suppresses innovative ideas, and ultimately contributes to persistent productivity problems, such as low quality and cost and schedule overruns (Viana et al. 2020). This indicates that

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