



VALiD is an approach to value delivery that integrates stakeholder judgement into the design process. It runs alongside existing project practices to provide insights into stakeholders' views of value and allows assessments of project performance.

# Understanding Value during Building Occupation

This case study describes the use of VALiD to:

- ▶ **Define Value; and**
- ▶ **Assess the Value Proposition**

It illustrates a customised use of:

- ▶ **VALiD criteria**
- ▶ **Benefits and sacrifices**
- ▶ **Target setting**
- ▶ **Stakeholder judgements**



## the issue

GlaxoSmithKline recently completed a new building at one of its UK facilities. The building, which contains closely linked office and laboratory space, was created to help its users collaborate and innovate. This owner-occupier pharmaceutical company used VALiD to find out if its expectations for the building were reflected in the perceptions of building users.

## the process

VALiD was first applied shortly after occupation of the new building to augment Adept Management's "Effective Laboratories Environments" workplace analysis developed with AMEC, GSK and AstraZeneca. Appropriate parts of the VALiD approach (value criteria, target setting and judgement) were customised to determine the alignment between the building owner's expectations of what the building should allow users to do and users' perception of what the building actually allows them to do.

User representatives took part in a workshop to establish GSK's expectations of how the building should perform. This envisioned value was defined by assembling issues and setting targets for their delivery. The user representatives identified 44 criteria to **define the value** they expected from the building, divided into 40 **benefits** and 4 **sacrifices**. Some of these were generic value criteria provided by VALiD, although the majority were specific to the building. Resources concerned with building design, construction or operation were not included because this application was undertaken from the user perspective only. To link the VALiD intervention into the owner's understanding of the building, these issues were divided into groups describing the building's usable spaces, its working culture, and its equipment and services installation.

Users have places where they can think about and reflect on their work	Each space within the facility has a designated purpose and prescribed use	1 2 3 <b>4</b> 5 6 7 8 9 10	The building provides a variety of spaces in which users can reflect on their work
The building design helps to break down interaction barriers	The building imposes barriers on the interaction of people	1 2 3 4 5 6 <b>7</b> 8 9 10	The building stimulates the interaction of people
The internal building spaces can only be accessed by authorised people	Building spaces can be accessed by anyone	1 2 3 4 <b>5</b> 6 7 8 9 10	Access to the building spaces is controlled room by room
Users can try out different working practices	Users dare not try new methods in case they don't work as well as existing ones	1 2 3 4 5 6 7 <b>8</b> 9 10	Users are encouraged to experiment with new practices, processes, and technologies

Selected issues, together with their measurement scales and targets, extracted from the definition of envisioned value used to assess the building.

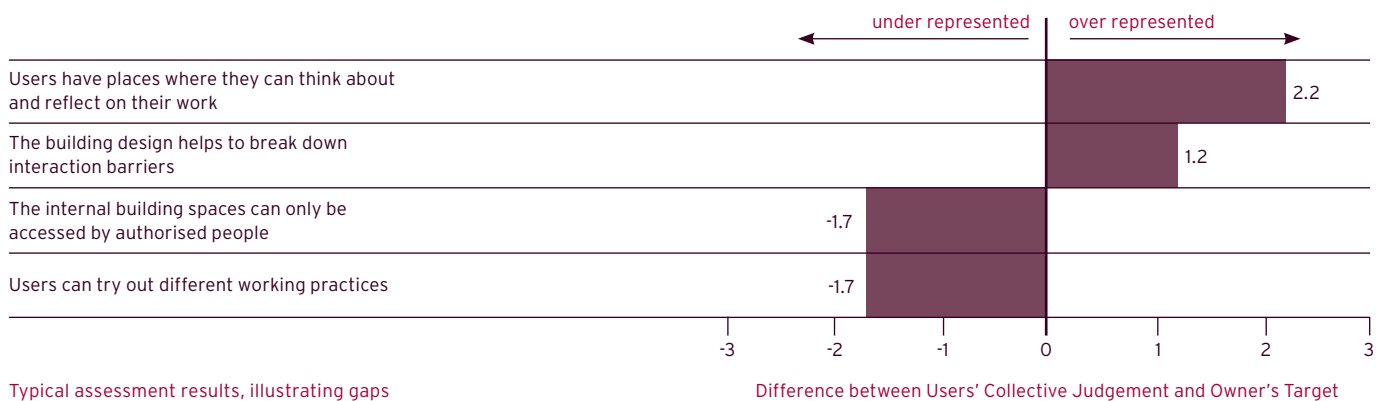
To complete the owner's definition of expected value, a target for each criteria was agreed among the user representatives. These were expressed on the standard VALiD judgement scales and defined the extent to which the owner expected each issue to be addressed by the building in use.

# Assess Value Proposition

## findings

To see if building users' collective perception of experienced value matched the client's envisioned value, all building users were asked to **assess the building's value proposition** by judging its fulfilment of each criteria within the owner's definition of project value.

A questionnaire - rather than the standard VALiD dashboard - was used to gather judgements from users. To provide a project view, users' individual responses were averaged as all users were considered of equal importance and were not, therefore, weighted.



Typical assessment results, illustrating gaps between targets set by the owner and users' judgement of the building's value proposition.

Among the issues relating to the building's usable spaces and working culture, users experienced a value proposition that exceeded the owner's targets for a third of the issues, failed to meet these expectations for a further third, and broadly matched the owner's envisioned value for the final third. The users' experience fell short of the envisioned value for the majority of issues related to the building's equipment and services installation, as they did not adequately support the working methods preferred by GlaxoSmithKline. This mismatch was targeted by the owner for action in the coming months. GlaxoSmithKline intends to repeat the questionnaire in six to nine months to see if users' judgements of the building have changed. This will help determine whether the findings of this assessment, once acted upon, will cause a positive change in users' perspective of the facility's organisational, spatial, and technical performance.

## insights

This case study shows how VALiD can be customised, whilst retaining its core principles, to obtain a detailed understanding of the perception of value by building users and managers.

VALiD has enabled GSK to identify aspects of the building that are reducing productivity and effectiveness so that it can take action to improve the performance of the building and its users.

