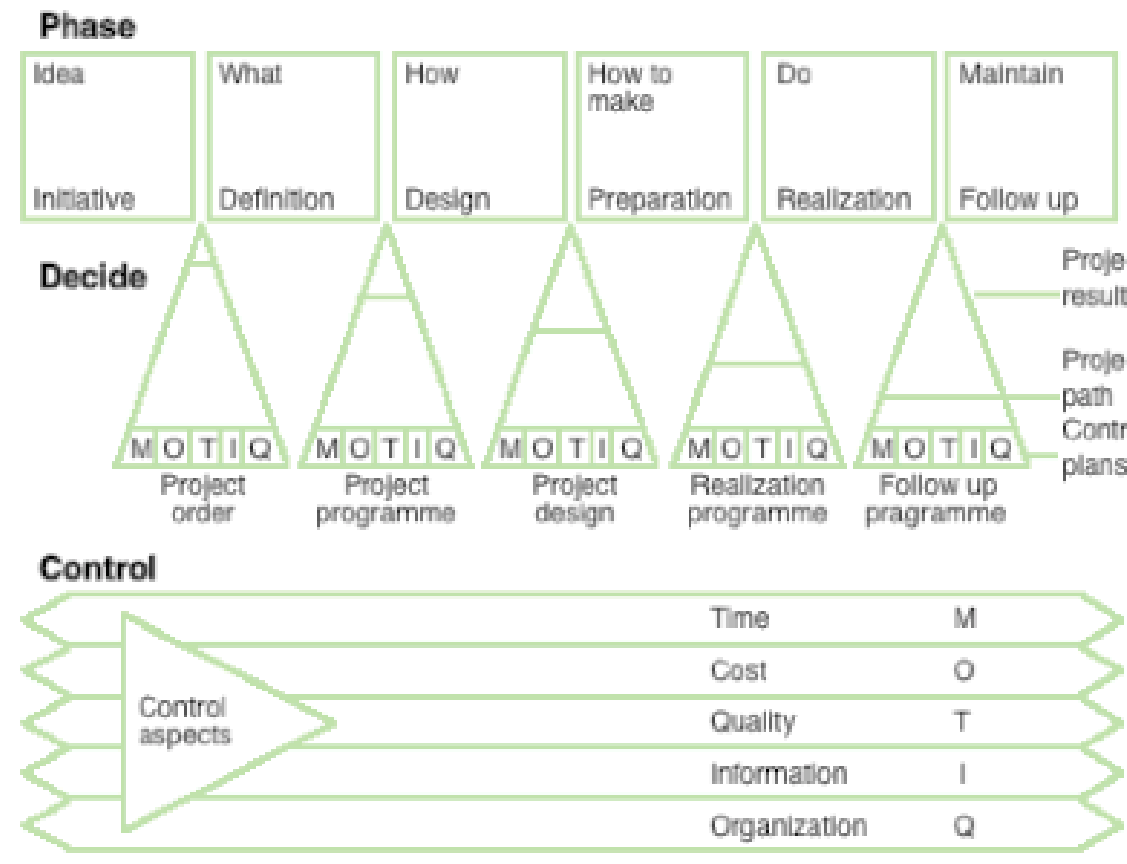


## PROBLEM

As pressure increases on the building industry to incorporate the principles of sustainable development into policies and activities, so too does the pressure on managing projects and the project approach. The current project approach does not effectively address the objectives of sustainable development. Furthermore the number of sustainable buildings has risen in the last decade, and there is still more need for sustainable constructions. But, on the other hand, sustainable ambitions almost always decline during the actual construction project. To realize these ambitions, there is the need for a new project approach. The study focused on the role of the project manager in safeguarding sustainable ambitions during the whole project. The project manager seems to be the most appropriate one to realize these ambitions, especially since he is present during the whole project as client representative to deliver the required project results. This research is focused on the following control aspects: Time, Money, Information, Quality and Organization, as a project manager's tool, within all phases, in order to achieve the sustainable ambitions.



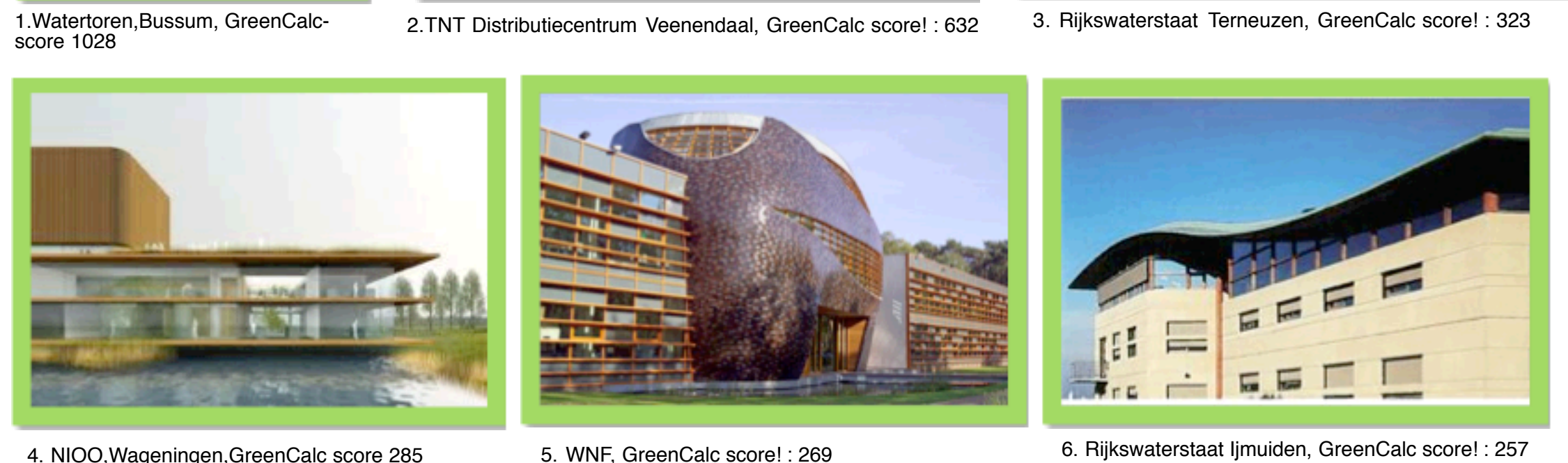
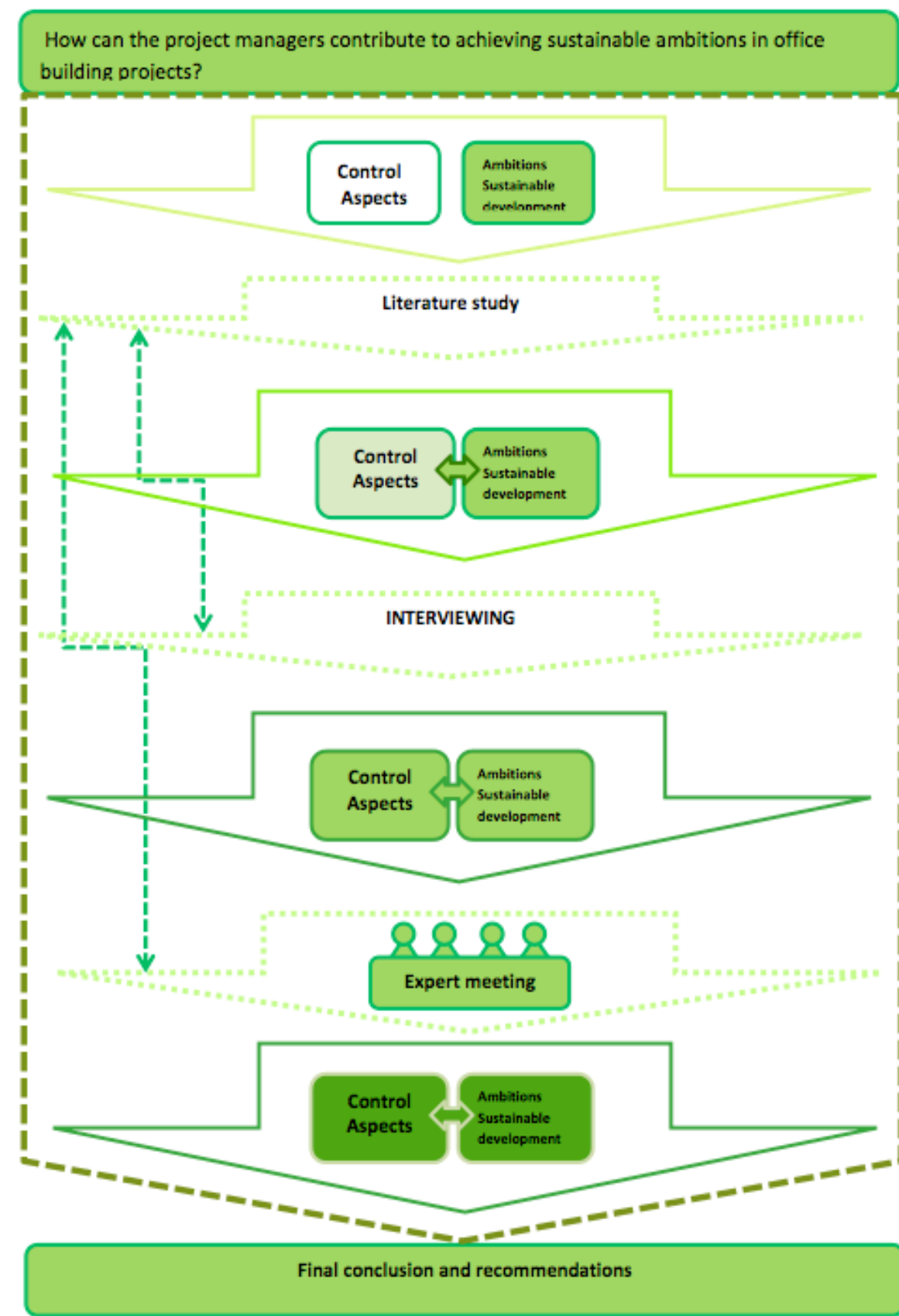
## RESEARCH QUESTION

In this thesis the main Research Question is "How can project managers contribute to achieving sustainable ambitions in office-building projects?"

The study aims to integrate a project manager's tool (control aspects) with sustainable ambitions in order to identify a new project approach for safeguarding and accomplishing sustainable ambitions.

## RESEARCH METHOD

The methodology of this study consists of the following elements: literature survey, interviewing and expert meeting. In order to integrate the project manager's tool (control aspects) into sustainable ambitions in all project phases, with the purpose of realizing sustainable ambitions through a new project approach, the main emphasis of the literature study in this research will be placed on these two works of literature: 'Projectmatig werken (Wijnen)', as representative of the project management part, and 'Draaiboek (van Hal)' which relates to sustainable ambitions. After the literature study, six interviews were conducted in order to complete the information which was revealed by the literature study, and to identify a project approach regarding sustainable office-building development from practical experiences. The professionals were selected from the Green Calc top 10 sustainable office-building projects in the Netherlands. The expert meeting is the last approach of this research. For the meeting, expert people from various building-related firms are invited to provide complementary information from their practical experiences which were not completely revealed during the interviews. This step completes the circle of research methodology to ensure all matters regarding the control aspects are considered. The research results in a conclusion which is validated by empirical evidence, academic literature and experts in the field. The end result contributes to helping the project manager to direct the project during the whole project through a new project approach with the aim of achieving sustainable ambitions. The study has employed this comprehensive methodology in order to identify a new project approach, regarding control aspects, for project managers to contribute to achieving sustainable ambitions in office-building projects.



## INTERVIEWS

The study clearly discusses the project approach of sustainable development with respect to the control aspects as a tool for a project manager to steer the project. The study clarified that a sustainable approach regarding the control aspects is an integrated approach. Applying all control aspects to steer the project means integrating them, which is necessary to achieve sustainable ambitions. An integrated approach towards control aspects means to consider all control aspects to accomplish the project and this prevents a solitary project approach for sustainable development regarding one aspect.

The main finding of the study clearly demonstrates that information followed by organization are the most important control aspects for a project manager to steer the sustainable project in order to achieve sustainable ambitions. Information needs organization and organization needs reliable information to operate. Moreover the study clarified that the sustainable project starts with identifying, communicating, distributing, monitoring and documenting accurate information and is completed by the same activities regarding the information aspect.

This main finding is linked to the working method of 'The merger of interests' (figure 1); sequences of 'The merger of interests'. The first step of 'The merger of interests' is to determine the interests of parties involved which require timely and appropriate information, to define and fine-tune the interests of the parties in order to have a right and accurate determination of those interests. Second step is to find out the sustainable solutions and strategies which are in agreement with the determined interests/goals. Finding the sustainable solution also necessitates precise and correct information in order to address the predetermined interests. Moreover the third step which is the consideration of the financial solution demands information and a method to clearly and specifically estimate the sustainable solutions.

Each step commences with identifying related information which need experts and a qualified team to constantly provide the information and continually examine the correctness of the provided and documented information. The team should continually be made aware of the area of their responsibilities and have commitment, and remain committed, to these responsibilities. The team needs appropriate planning to facilitate collaboration and cooperation. Furthermore the organization requires information, which has to be fully understood by project parties, to operate. And this operation requires a fully and intensive attendance of the project team in order to flow. This becomes an iterative approach to 'The merger of interests' during the project with respect to the control aspects which continually have to be considered by project manager in order to achieve the sustainable ambitions. Throughout the research I studied numerous articles and books and concluded that all the information needed for a successful sustainable project can be found and is demonstrated in books. The book 'projectmatig werken' has discussed all the important factors of project approach. This may exclude some minor factors which have not been discussed directly, but the majority of the information needed for safeguarding ambitions has been mentioned. Moreover, many books and articles such as 'draaiboek' have carefully analyzed the steps for accomplishing sustainable ambition. In conclusion the necessary information for success is found in literature but the challenge is that this information is not always applied. There is in fact a gap between the academic information and practical evidence.

I therefore conclude that knowledge is not the greatest power but, applied knowledge is where true power rests.

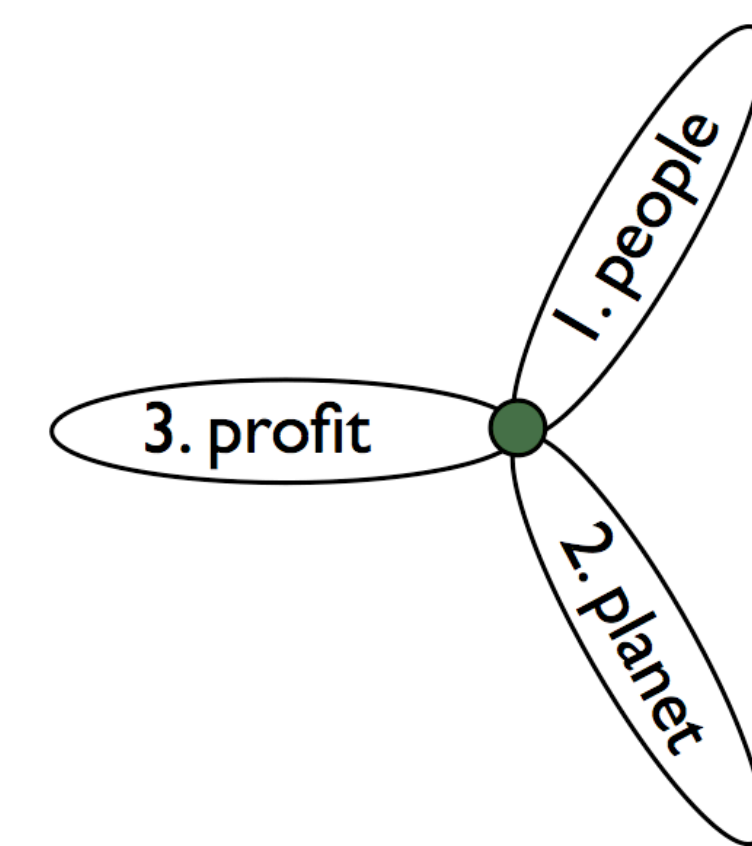


Fig 1- Three step approach of 'The merger of interests' based on Intersection of the Triple-P approach of Elkington

## RESULT

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