Graduation Plan

Master of Science Architecture, Urbanism & Building Sciences

Graduation Plan: All tracks

The graduation plan consists of at least the following data/segments:

Personal information	
Name	Philip Chin-A-Pauw
Student number	4447778

| Studio		
Name / Theme	MSc Graduation Laboratory Management in the Built Environment	
Main mentor	Erwin Heurkens	Urban Development Management
Second mentor	Paul Chan	Design and Construction Management
Argumentation of choice of the studio	Theme 5	

Graduation project	
Title of the graduation project	Changing developer organisations for a better future

Goal	
Location:	Cities and urban development areas
The posed problem,	In recent years the rising concerns for the environmental and social problems as global warming is causing whole industries to change. This raises the relevance of adapting towards new futureproof development projects that concern the 2050 Paris agreements. Concerning the real estate and area development companies, a more important role is needed. However, developers remain conservative and see lots of risks when thinking of sustainable and emission free projects. While the technology is there to be used, it shows the importance but it's not being implemented. The slow transition is also due to new balances needed to take risks and urgencies not taken into actions.====

Studies so far have shown the readiness and the focus on these environmental goals. While more regulatory investments must be transparent and in accordance with new ESG rules, investors are getting more interested in new innovative buildings. The transparency in the sector is as low transition and one significant focus has been on identifying the barriers that developers encounter in their work. These barriers often arise due to high risks and costs associated with competition in the field. Furthermore, the ever-changing nature of the technological and regulatory environment adds complexity to the tasks performed by developers. To implement change within an organization, social theories can provide valuable insights. These theories help understand the dynamics of organizational behaviour and the factors that influence successful adoption of new practices. Legislation is changing, and this presents a challenge as developers often lack proactive participation in the process as there is a knowledge gap and capacity.

However, we know very little about how companies can surpass mere compliance and actively embrace practices that go beyond regulatory requirements. Understanding the internal change process within developers themselves is still limited. Further research is needed to delve into the experiences and motivations that drive developers to adopt new approaches and technologies. Furthermore, there is a lack of comprehensive knowledge about the frontrunners in the field, those organizations that are leading the way in sustainable and innovative practices. There is a need to implement change measurements and strategies plans to implement by 2030 and 2050 to address these challenges. Balancing risks and competition are also a complex issue, as companies strive to align their performance goals with

	sustainability objectives. Finding concrete solutions to enable both short-term and long-term change and profits (environmental and financial) remains a significant challenge, especially when attempting to shift beyond prevailing cultural norms. There is a need to increase awareness and understanding to enable a collective commitment towards futureproof practices, it is time to go from urgency to action by implementing management change strategies.
research questions and	'How can developer organizations change management and processes towards leading futureproof projects'. The main question will be answered following 6 sub questions: SRq1: what is the role of developers in the changing environment. SRq2: How do organisations change management and processes Srq3: What change models do developers use for their management and processes. Srq4: How do the individual and teams affect change management. Srq5: to How does change lead towards improving the beyond compliance integration. SRq6: To what extend are the futureproof projects, in the context of urban development and internal projects affected by this organizational change.

design assignment in which these result.	
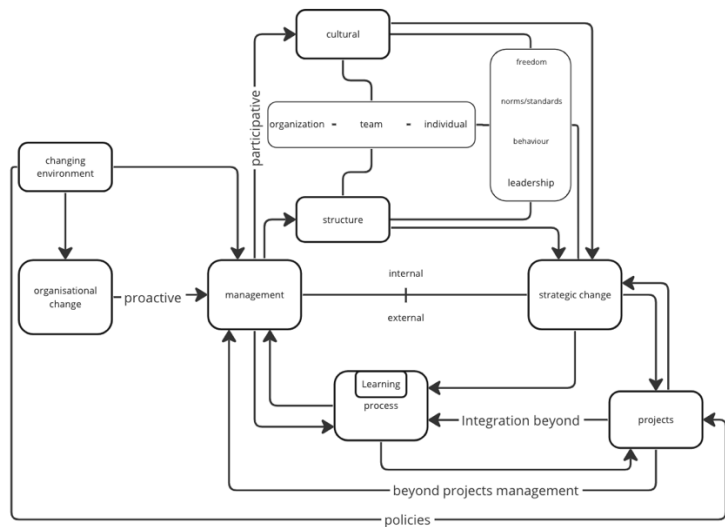
Process

Method description
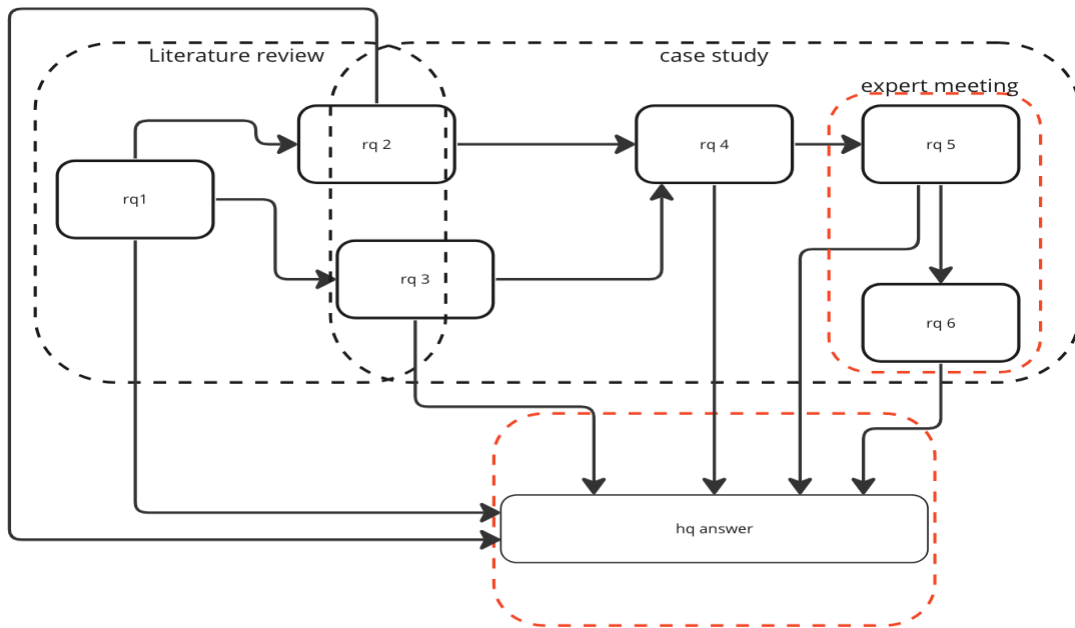
To better understand the steps, strategies and characteristics that play a role in the changing environment of developers, organisational change will be explored through both theory and practical findings integrated within the case study and the observations made from the case study and the literature review. The qualitative at about how change is implemented and how the role of the individual and the team within the organisation characterize the organisations position within the frontrunners will be collected to develop recommendations and a change model from it. The research question will be answered using the 6 sub questions underneath. Giving short objectives and methods explanations, the logic will become clear.

Sub question 1: What is the role of developers in the changing environment.

Objective: Explore the position of developers and measures to address the changing environment and how developers identify and react to change.

Methods and instruments: answering sq. 2 the literature review and theoretical background will be reviewed and will further develop the framework.

Sub question 2: How do organisations change management and processes

Objective: will show how manage change into their culture and it shows how the processes are interlinked

Methods and instruments: answering sq. 2 first a literature review is conducted to gained to further develop the framework. These developments will be used in the case study to develop the recommendations model.

Sub question 3: What change models do developers use for their management and processes.

Objective: Identify the underlaying reasons of developers to change in practice and how this relates to the theoretical background.

Methods and instruments: Answering sq3 a literature review is used as well as a case study to gain in depth information with the use of interview techniques and

Sub question 4: How do the individual and teams affect change management?

Objective: Identify the need and reasons and connect these to find an approach to how individual and team characteristics can manage and impact change in the organisations at multiple levels.

Methods and instruments: Answering sq4 empirical research through semi structured interviews with participants form the developer in the case study of the frontrunning developer.

Sub question 5: to How does change lead towards improving the beyond compliance integration.

Objective: Find and combine underlaying structures and cultural characteristics that enables the capacity to gain a leading position as a frontrunner. Find an approach. And reflect on the literature review.

Methods and instruments: Answering Sq5 empirical research through semi structured interviews with participants form the developer in the case study of the frontrunning developer. Further consultation of an expert group will validate the finds and discuss general outcomes.

Sub question 6: To what extend are the futureproof projects, in the context of urban development and internal projects affected by this organizational change.

Objective: Find the boundaries and test the approach testing the effects on the underlaying and internal/external structures and cultural characteristics of the organisation derived from the literature background and case study data.

Methods and instruments: Answering sq6 empirical research through semi structured interviews with participants form the developer in the case study of the frontrunning developer. Further consultation of an expert group will validate the finds and discuss general outcomes.

Literature and general practical preference

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Reflection

1. What is the relation between your graduation (project) topic, the studio topic (if applicable), your master track (A,U,BT,LA,MBE), and your master programme (MSc AUBS)?

There is a relation between the topic of management change and the urban environment as developers and other policy makers and the government see the urgency to make the business and the organizations greener and emission free by the end of 2050, a ther is still lots of work an reorganisation to be done by changing the management, culture and the projects .

2. What is the relevance of your graduation work in the larger social, professional and scientific framework.

Typically, private real estate developers are characterized as a conservative industry unable to take the forefront when regulations only say the minimum, often risk averse.

A new era of ESG's and other new regulations on investments and building circular, BREEAM buildings becoming the standard and new strategies. These assessment criteria are project related and do not show a complete picture there is a distinction between quality in these measurements and the organization that used the benchmarking tools.

Shifting demand of customers looking for more information and more implementations on environmental impact reducing the energy consumption and supporting their way of living in the new generation of living, whether newly build or regenerated buildings within an urban development. However, this must be in line with market expectations and viable solutions towards real estate developments in urban areas.

Sustainable urban development the new normal as stated in the article of Alberts & Den Otter (2020) has multiple themes within and is nowadays hot topic but the enforceability of this urgent matter is still a route with lots of hick-ups. The stapling of ambitions and has multiple sustainable issues that needs to be solved at once and the implementation is often far off as the demands are often unrealizable, communication of ambitions and the change toward the futureproof urban developments are to be within the organisations need to change within and let society change to the needs of tomorrow.

This literature and relevance of the problem that is ahead, valuable time is of the essence to change the perspectives of the private developers. But whether the scalability and affordability of suitable new structures and cultural benefits for the developers weigh heavy in these changes. The competitiveness in the new era of real estate developers in urban developments must be guaranteed or seen as a solution towards the bigger problem to solve as there are still barriers (Warren-Myers, 2020) to be extended or lifted to bring the

development new innovative ways of organizing long term strategies for their own future demands in the industry.

Recognizing the importance, nevertheless it is not sufficient on its own; new tactics must be implemented into the organization for projects. To establish leading organizations that go beyond compliance and adopt flexible and motivating leadership, both on an individual and organizational level, responsibility for effective organizational changes is required. This is necessary to adjust to the shift to zero-emission construction and sustainably future-proof developments.

Furthermore, because private developers are still primarily focused on the compliance side and lack the will to move beyond, putting the concepts into practice can be difficult given how well-known this issue of change is. The fact that most of the organizations current operations are unknown also makes this relevant to address organizational change.