

20th May 2022 at 10.30am

Venue : HCPS Factory, Rasa

Lot 1, Jalan Zurah 8, Pusat Perindustrian Zurah, Mukim Rasa, Daerah Hulu Selangor, 44200 Rasa, Selangor.

HC Precast System Sdn. Bhd.

Broadcast via live interview and discussion.



"Case Study - HC Precast System monolithic wall system between Universiti Teknologi PETRONAS (UTP) and HCPS"

Framework For Sustainable Industrialized Building System (IBS) Implementation In Low and Mid-Rise Residential Buildings



10 Units of Single Storey Terrace House, Bahau, Negeri Sembilan Completed in 26 Days with 10 Workers (8.00 am - 7.00 pm) Case Study 2



2 Units of Single Storey Semi-D House, Temerloh, Pahang Completed in 9 Days with 9 Workers (8.00 am - 7.00 pm)



Case Study Validation

This work aims to use case study to validate a framework developed based on data collected from earlier questionnaire toward sustainable IBS implementation in residential buildings which contains 3 sections:

- First part contains two tables which collect data on projects characteristics and project phases.
- Second part discuss the main three sections toward IBS implementation as follows:
 - 1. Rank and comment on list of blocking factors that hinder IBS implementation.
 - 2. Rank and comment on list of success factors that will increase IBS implementation.
 - 3. Rank and comment on list of sustainability indicators that will measure IBS potential.

- Third part ask general questions about an overview of the blocking factors, success factors and sustainability indicators as a framework which written in one diagram.

Regards, PhD Candidate: Al-Hussein M. H. Al-Aidrous Supervisor: Professor Dr Nasir Shafiq Civil & Environmental Engineering Department

Part 1: Case study characteristics : HC Precast System Monolithic Wall System. - Supply & Install Superstructure Works (Frame & Wall)

Case study characteristics PI	Case Study 1 10 Units of Single Storey Terrace House, Bahau, Negeri Sembilan	Case Study 2 2 Units of Single Storey Semi-D House, Temerloh, Pahang		
Floor area (m ²)	93 m2 / unit	133 m2 / unit		
Construction begins	18th Sept 2020	18th Jan 2019		
Construction finish	13th Oct 2020	26th Jan 2019		
Total cost	RM 343,800.00	RM 74,000.00		
Total cost/m ²	RM 369.70	RM 278.20		
Equivalent conventional construction cost Equivalent conventional construction duration	Ref	fer to nent - 1		
Number of workers as compared to conventional construction	10 workers completed in 26 days (working hour 8.00 am - 7.00pm).	9 workers completed in 9 days (working hour 8.00 am - 7.00pm).		

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Teow Beng Hur

Founder of HC Precast System Sdn. Bhd.

HCPS was founded in 2002 after years of Research and Development mainly focused on tackling the Water leakage issue. Through years of hard work and constant refinement to the system, HCPS through this Proprietary System currently holds Six (6) Intellectual Properties (IP). Among the highlights of the HCPS's system is the ability of the Structure to withstand earthquake forces (test conducted in collaboration with UTM JOHOR).

Comment - 1

•

Drawings of the aforementioned are provided. HCPS will not comment on the equivalent comparison of cost and duration against conventional system because our remarks can easily be misinterpreted as prejudice since there exists a conflict of interest with this regard.

Link 2

Case study distance from IBS factory (Km ²)	183 Km				
Number of units per case study	10 units		2 units		
Prefabrication rate	RM 1,300.00 / m3		RM 1,300.00 / m3		/ m3
Procurement type	Supply and install superstructure works only.		Supply and insta superstructure works only.		install ks only.
Client (public or private)	Private		Private Private		

Q) Is there are any 1) difficulties (**D**) faced, or 2) incentives (**I**) offered or 3) any key role (**R**) for your company at any the below sub-phases?

Project Phases	Sub-phases / sub-component		Case Study	Case Study 1			
	· · ·	D	I	R	D	Ι	R
Concept	Project proposal						
	Feasibility study			Re	ferto		
	Land acquisition	1		con	nment		
	Permission and approvals				- 2		
	Arranging the finance						1
Plan and	Land arrangement and survey			Refer	to comm	ent - 3	
design	Architectural and structural designs			1			1
	Detailed designs		Refer to	1			1
	A unified design code	X	comment	1			1
	Subcontract any IBS technical solution			1			1
Altar Web on Mit .	Skilled Labour availability	1		1			1
Manufacturing and construction	Communication and collaboration among project players		4	1			1
construction	Arrange components transportation			~			1
	Design change	2S		~			1
	Assembly components arrangement	-		✓			1

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Comment - 2

• **HCPS** is a one-stop solution specialist particularly in low rise residential housing, supplier and installer for superstructure (frame & wall) system.

Comment - 3

• Not applicable

Comment - 4

HCPS is a flexible system that can meet most architectural demands. Hence, planning and designing of the structure system by a complete IBS specialist like HCPS will definitely be witnessing evidently apparent benefits when it comes to land arrangement (including temporary storage, access path, detailing of the structural and non-structural elements such as M&E circuits). Among some of the highlights of HCSP are:

- **Produce** State-of-art Systemized Integrated 3D Digital Model
- Sequential Flow from Paper to Property
- **Compliance** to UBBL & BSI code
- Supply & Install Superstructure Works (Frame & Wall).

Case study distance from IBS factory (Km ²)	183 Km	143 Km
Number of units per case study	10 units	2 units
Prefabrication rate	RM 1,300.00 / m3	RM 1,300.00 / m3
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-		D		I	R	D	Ι	R
Concept	Project proposal							
	Feasibility study							
	Land acquisition							
	Permission and approvals							
	Arranging the finance							
Plan and	Land arrangement and survey							
design	Architectural and structural designs				~			1
	Detailed designs	X			~			1
	A unified design code	X			~			1
	Subcontract any IBS technical solution				~			1
	Skilled Labour availability	/ г	/		~			1
Manufacturing and construction	Communication and collaboration among project players		Re	fer to	1			1
construction	Arrange components transportation		con	nment	✓			✓
	Design change	RS		- 5	~			1
	Assembly components arrangement		du.		√			1
	IEKNO	ĽŪ	GI					

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- **Industrialised** Building System Provider is one who knows the way, goes the way and shows the way.
- **Precast** Elements requirements to complete a building is sequence of work 5 Steps
 - i) Step 1 Drawing conversion :
 2D Architect drawing to 3D IBS system drawing.
 - Original M&E drawing to M&E IBS system shop drawing.
 - ii) Step 2 (off-site) : - Mould fabrication
 - iii) Step 3 (off-site) :Production sequence (advance casting)
 - iv) Step 4 (off-site) : - Delivery sequence (4 options)
 - v) Step 5 (on-site) : - Installation sequence (numbering)

Part 2: The three main components toward IBS implementation:

Section 1: Blocking factors that hinder IBS implementation

This section presents to you the **main 6 blocking factors** ranked as groups and factors based on the result from the questionnaire.

Q) The below given ranking is based on early survey, please suggest a ranking based on each case study and give comments if needed.

1st: Financial Concerns:

Financial Concerns Factors	Rank	Suggest Rank for Case 1		Suggest Ran for Case 2	
High initial capital cost for setting manufacturing plant and equipment	1	6			6
High initial cost for molds for customized design in each project	2	5			5
Project location and longer transportation could increase the cost	3	3			3
Potential higher cost for projects with low economy of scale	4	4	Refe comr	r to nent	4
Obligation for financial upfront commitment for IBS components	5	1	-	b	1
Few players determine the price and manufacturing supply of IBS system	6	7			7
Difficulties due to contractor cash flow issues and weak financial backup	7	2	·		2

2nd: Limitation in government regulation:

Limitation in government regulation factors	Rank	Suggest Rank	Suggest Rank
		Case 1	Case 2
Weak policy toward construction waste dumping	1	2	2
Low support for IBS to be used for affordable housing	2	5	5
Ineffective incentives and support from government	3	- 4	4
Low enforcement of government policies and regulations	4	1	1
Government regulations do not motivate higher IBS	5	3	3
implementation DETRO	NΛ		

<u>3rd:</u> Technical and Management Worries:

Technical and Management Worries Factors	Rank	Suggest Rank	Suggest Rank
		for Case 1	for Case 2
Limited number of trained local workforce continue to work in IBS	1	3	3
Low level of technical knowledge and experience in operating IBS among consultants and contractors	2	1	1
Fragmentation and poor coordination and collaboration among parties from early stage	3	2	2
Low implementation of modular coordination concept and standardization	4	4	4

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- No, it is subject to the capacity unit per year that the plant is targeting to achieve.
- **Not** true, for HCPS it is flexible, reusable aluminium mould system.
- Yes, it is about $\pm 5\%$.
- No, HCPS cost will still be maintained, if not less than 30 units per location.
- **Yes**, for HCPS it is a customized system 100% suit to architect design.
- It is not true. To further enhance transparent pricing, the government may establish rate for per m2 or per m3 for public to participate.
- **Yes**, but HCPS is a customized system.

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Government regulations do not motivate higher IBS	5	3 -	7 3
implementation PETRO	NΛ	Q	

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Comment - 7

- State government and local authority are not in line with the federal government policy (all government project over 10 million is compulsary to have 70% IBS score).
- PELAKSANAAN SISTEM BINAAN BERINDUSTRI (IBS) DALAM PROJEK KERAJAAN (Kuat Kuasa Pada 15 Januari 2020)

2. Panduan Pelaksanaan IBS

2.2 Kerajaan telah bersetuju untuk mewajibkan penggunaan kaedah IBS bagi projek Kerajaan bernilai RM10 juta dan ke atas dengan kadar minimum 70% nilai skor IBS serta menetapkan koordinasi modular untuk dijadikan sebagai piawaian dalam reka bentuk bangunan.

Link 3

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Low enforcement of government policies and regulations	4	1	1
Government regulations do not motivate higher IBS	5	3	3
implementation DETRO	NΛ	C	

3rd: Technical and Management Worries:

Technical and Management Worries Factors	Rank	Suggest Rank for Case 1	Sugge for Ca	est Rank use 2
Limited number of trained local workforce continue to work in IBS	1	3		3
Low level of technical knowledge and experience in operating IBS among consultants and contractors	2	1 Ref	fer to	1
Fragmentation and poor coordination and collaboration among parties from early stage	3	2	- 8	2
Low implementation of modular coordination concept and standardization	4	4		4

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- **Industrialised** Building System **Provider** Is one Who knows the Way, goes the Way and shows the Way.
- **One** of the main issues that causes IBS failure is the water leaking & cracks due to the construction jointing mechanism or methods.
- **Industrialised** Building System (IBS) Function as a System, not a Robotic, Machine or seperated Component.
- **Choose** Industrialized Building System (IBS) that functions as a comprehensive superstructure construction sequence with high flexibility in its customization characteristics to allow a wide range of architectural creativity to flourish.
- **Open** system and proprietary system is a technology.
- Acceptance of IBS Challenging when we have more guidelines?

4th: Traditional Stakeholders' Concerns:

Traditional Stakeholders' Concerns Factors	Rank	Suggest Rank for Case 1	Sugge for Ca	est Rank ase 2
Contractors' fear of reduced profit	1	3		3
Reluctance in adaptation with IBS due to traditional mindset	2	2 Re coi	fer to nment	2
Traditional professionals fear of limiting their role and position	3	1	- 9	1

5th: Design Restrictions:

Design Restrictions Factors	Rank	Suggest Rank for Case 1	Suggest Rank for Case 2
Difficult and expensive late design change	1	1	1
IBS systems restrict any future renovation	2	2	2

6th: Negative Perception:

Negative Perception Factors	Rank	Suggest Rank	Suggest Rank
		for Case 1	for Case 2
No clear benefit or incentive for the developer and buyer	1	4	4
to adopt IBS	/ /		
Misconception towards aesthetic value and limited	2	3	3
designs in IBS			
Negative perception on the flexibility of IBS systems	3	2	2
Potential poor workmanship, leakage, and crack problems	4	т 1	1
UNIVER	$S\Pi$		

Ranking For the main blocking factors: <u>EKNOLOGI</u>

Main Blocking Factors PETRO	Rank	Suggest Rank for Case 1	Suggest Rank for Case 2
Financial Concerns	1	5	5
Limitation in government regulation	2	4	4
Technical and Management Worries	3	3	3
Traditional Stakeholders' Concerns	4	6	6
Design Restrictions	5	2	2
Negative Perception	6	1	1

If you have any comment regarding any factor or want to suggest new factor, please state your view:



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Comment - 9

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- **HCPS** can suit to wider range of Architectural demand due to the in-house mould design, engineering and fabrication to have a proper construction sequence which is the number one key feature in any IBS construction method.
 - 4 elements shape required to complete a building:
 L, T, + & I shape wet joint with modular shear keys and precast element panel with coping (one cast and using reusable modular mould).
- We have observed that some of the completed units have already been renovated by the home owners without any issues due to the fact that HCPS is a full monolithic precast system, rather than component IBS. What's the difference between component IBS and monolithic system?

Discover more at: <u>www.hcprecast.com</u> & www.facebook.com/hcprecast

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INSTITUTE OF TECHNOLOGY PETRONAS SDN. BHD. (Company No: 352875U) Whally owned subsidiary of PETRONAS 32610 Seri Iskandar, Perak Daru Bidzuan, Malaysia. Tel: 1 300 22 8887 Fax: 605-365 4075 Website: www.utp.edu.my Success weighs heavily where most precast solutions have failed. Our revolutionary patented "shear key joint" system have managed to resolve the very issue which have plagued the precast industry, water leakages and crack.



This patented system has helped to eradicate the most common issue with Precast Concrete construction, water leakages.

- Wet joint
- Tongue and groove
- Seamless interfacing



HCPS can suit to wider range of Architectural demand due to the in-house mould design, engineering and fabrication to have a proper construction sequence which is the number one key feature in any IBS construction method.

4 elements shape required to complete a building : L, T, + & I shape wet joint with modular shear keys and precast element panel with coping (one cast and using reusable modular mould).



4th: Traditional Stakeholders' Concerns:

Traditional Stakeholders' Concerns Factors	Rank	Suggest Rank for Case 1	Suggest Rank for Case 2
Contractors' fear of reduced profit	1	3	3
Reluctance in adaptation with IBS due to traditional mindset	2	2	2
Traditional professionals fear of limiting their role and position	3	1	1

5th: Design Restrictions:

Design Restrictions Factors	Rank	Suggest Rank for Case 1	Suggest Rank for Case 2
Difficult and expensive late design change	1	1 Ref	er to
IBS systems restrict any future renovation	2	2 com	10 2

6th: Negative Perception:

Negative Perception Factors	Rank	Suggest Rank	Suggest Rank
		for Case 1	for Case 2
No clear benefit or incentive for the developer and buyer	1	4	4
to adopt IBS	/		
Misconception towards aesthetic value and limited	2	3	3
designs in IBS			
Negative perception on the flexibility of IBS systems	3	2	2
Potential poor workmanship, leakage, and crack problems	4	T 1	1
UNIVER	SIL		

Ranking For the main blocking factors: [KNOLOG]

Main Blocking Factors PETRO	Rank	Suggest Rank	Suggest Rank
		for Case 1	for Case 2
Financial Concerns	1	5	5
Limitation in government regulation	2	4	4
Technical and Management Worries	3	3	3
Traditional Stakeholders' Concerns	4	6	6
Design Restrictions	5	2	2
Negative Perception	6	1	1

If you have any comment regarding any factor or want to suggest new factor, please state your view:



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Comment - 10

- HC PRECAST SYSTEM SDN. BHD. (HCPS)'s success weighs heavily where most precast solutions have failed.
- **Our** revolutionary patented "shear key joint" system have managed to resolve the very issue which have plagued the precast industry, water leakages and crack.
- This is proven by our Rasa double story training unit has excellent water proving capability and it is exposed to weather for 14 years without roof till date, owing thanks to our patented revolutionary shear key joint system which also prevents joint crack.

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INSTITUTE OF TECHNOLOGY PETRONAS SDN. BHD. (Company No: 352875U) Whally owned subsidiary of PETRONAS 32610 Seri Iskandar, Perak Darul Ridzuan, Malaysia. Tel: 1 300 22 8887 Fax: 605-365 4075 Website: www.utp.edu.my *IBS* is a system, Not merely a Component. It consists of the main component - the structural component but it requires an efficient and cost effective connection system to prevent the commonly-faced water leakage and crack at connection or joint which impede further the acceptance level of *IBS*.



HCPS precast system that emulates the monolithic Multi-box system has excellent water proving capability. This is proven by our Rasa double story training unit that was exposed to weather for 14 years without roof till date, owing thanks to our patented revolutionary shear key joint system which also prevents joint crack.

4th: Traditional Stakeholders' Concerns:

Traditional Stakeholders' Concerns Factors	Rank	Suggest Rank for Case 1	Suggest Rank for Case 2
Contractors' fear of reduced profit	1	3	3
Reluctance in adaptation with IBS due to traditional mindset	2	2	2
Traditional professionals fear of limiting their role and position	3	1	1

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Design Restrictions Factors	Rank	Suggest Rank for Case 1	Suggest Rank for Case 2
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IBS systems restrict any future renovation	2	2	2

6th: Negative Perception:

Negative Perception Factors	Rank	Suggest Rank for Case 1	Suggest Rank for Case 2
No clear benefit or incentive for the developer and buyer to adopt IBS	1	4	4
Misconception towards aesthetic value and limited designs in IBS	2	3	3
Negative perception on the flexibility of IBS systems	3	2	2
Potential poor workmanship, leakage, and crack problems	4	T 1	1
UNIVER	ST		

Ranking For the main blocking factors: TEKNOLOG

Main Blocking Factors PETRO	Rank	Suggest Rank for Case 1	Suggest Rank for Case 2
Financial Concerns	1	5	5
Limitation in government regulation	2	4	4
Technical and Management Worries	3	3	3
Traditional Stakeholders' Concerns	4	6	6
Design Restrictions	5	2	2
Negative Perception	6	1	1

If you have any comment regarding any factor or want to suggest new factor, please state your view:

Refer to comment - 11

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Comment - 11

Propose to Government and Private Developer

Invite industrialized building system provider with manufacturing facility (flexibility to suit all architectural demands) to participate to built the show unit with work below and superstructure without finishing for the Government & Private Developer to identify the system in terms of green, environment, quality and speed for supply in Its development.

1. Architect :

- Appointed by the Government & Private Developer.
- Design of single storey bungalow of 1,000 ft2 (affordable home), up to superstructure without finishing.
- With M&E requirement.
- Wall finishing with plaster or skim coat only.
- Door and window frame opening.
- Ground floor without tiling.
- **2. Industrialized** building system manufacturer have formed their BQ for superstructure (in terms of wall area) and to submit work program with sequence of work for record purposes.
- **3. Proper** record by the Government & Private representative during construction, in terms of labour and machinery involved per day up to completion (superstructure only).
- **4.** Cost Comparison for each Industrialized Building System Manufacturer by the Government & Private Developer (for superstructure only). Cost will be fixed for the selected manufacturer and supply to its development.

Section 2: Success factors for higher use of IBS

This section presents to you the **main 4 success factors** ranked as groups and factors based on the result from the questionnaire.

Q) The below given ranking is based on early survey, please suggest a ranking based on each case study and give comments if needed.

Strategic Planning Factors	Rank	Suggest Rank for Case 1	Suggest Rank for Case 2
Early planning to implement IBS system	1	1	1
Extended training for local labour to strengthen skills in IBS	2	9	9
Effective communication and collaboration among	3	10	10
players from early phase			
Evaluate project location and accessibility	4	11	11
Adopt standard dimensions and modular coordination to	5	12	12
reduce cost			
Team agreement on project deliverables	6	3	3
Manufacturer readiness to provide training before	7	7	7
installation of components			
Freeze the design early to reduce any possible rework	8	5	5
Implement a standard procedure for onsite and offsite	9	8	8
inspection/supervision work			
Adopt procurement system that suits IBS construction	/10	2	2
method			
Adopt role and business strategies that support IBS	11	4	4
Manufacturer involvement role in design and	12	6	6
construction			

1st: Strategic Planning:

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2nd: Policies & Incentives:	$\Box OG$	I	
Policies & Incentives Factors	Rank	Suggest Rank	Suggest Rank
DETRO	NIA	for Case 1	for Case 2
Provide incentives for IBS implementation including tax	1 1 I I	5	5
privilege and loan support			
Implement a preferential policy for IBS which can	2	6	6
motivate developers and buyers to adopt IBS			
Clear plan and policy that can ensure IBS implementation	3	2	2
Adopt non-financial incentives for IBS, e.g., faster	4	3	3
approval procedure, exemption from some building			
requirements.			
Commitment of agencies and local authorities in the state	5	1	1
toward the implementation of IBS policy			
Implement higher taxes and penalty for building waste	6	4	4
dumping to reduce dependence on conventional			
construction			

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<u>3rd:</u> Technology Advancement

Technology Advancement Factors	Rank	Suggest Rank for Case 1	Suggest Rank for Case 2
Continuous R&D to improve current practices and reach competitive advancement	1	2	2
Ensuring effective design and installation using Building Information Modeling (BIM)	2	4	4
Adopt advance technologies including cloud and real- time collaboration, advance building materials and internet of things (IoT)	3	3	3
Use at least a semi-automated production toward automation and robotic construction	4	1	1

4th: Industry Maturity:

Factors	Rank	Suggest Rank for Case 1	Suggest Rank for Case 2
Skills and competency of project players	1	2	2
Sufficient experience of contractors and designers in IBS	2	1	1
Increasing the number of high-quality IBS housing units will increase buyer's acceptability	3	3	3
Competitive labour wage rate	4	4	4

Ranking For the main success factors:

Main Success Factors	Rank	Suggest Rank for Case 1	Suggest Rank for Case 2
Strategic Planning	1	3	3
Policies & Incentives	2	2	2
Technology Advancement	3	1	1
Industry Maturity	4	4	4

If you have any comment regarding any factor or want to suggest new factor, please state your view:

Refer to comment - 12	2
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Office No. 238, Jalan Seri Sarawak 208/KS2, Taman Seri Andalas 41200 Klang, Selangor Darul Ehsan Factory Lot 1, Jalan Zurah 8, Pusat Perindustrian Zurah Mukim Rasa, Daerah Hulu Selangor 44200 Rasa, Selangor Darul Ehsan

- One of the mean issues that causes IBS failure in leaking & cracks on the connection mechanism, has nothing to do with the Architect & C&S consultant design adhering to UBBL & BSI codes.
- **Choose** Industrialised Building System (IBS) for Economical Construction. Industrialised Building System (IBS) functions as a comprehensive superstructure construction system at which its flexibility and highly customizable allows full creativity of Architect's to be turned into reality.
- **The** most important feature is the joint / joints connecting between different precast components.
- Joints can be classified as vertical joints in wall panels, and, or Horizontal joints at beams and wall panels.
- **Other** joints are filler joints or make up joints etc. These joints can be either dry or wet joints.
- **For** tropical country like Malaysia, dry joints are not suitable and will be problematic in application.
- Wet joints are easier to apply and function with less problem.

Section 3: Indicators for Sustainable IBS Implementation

This section presents to you the **main 3 sustainability indicators** ranked based on the result from the questionnaire.

Q) The below given ranking is based on early survey, please suggest a ranking based on each case study and give comments if needed.

Environmental indicators	Rank	Suggest Rank	Suggest Rank
		for Case 1	for Case 2
Reduced on-site construction waste.	1	3	3
Well-managed material consumption during design and	2	1	1
construction phase.			
Energy efficient consumption during construction.	3	2	2
Carbon emission reduction.	4	4	4
Less water consumption during construction.	5	5	5
High potential for reuse and recycle.	6	6	6

<u>1st:</u> Environmental indicators:

2nd: Social indicators:

Social indicators	Rank	Suggest Rank	Suggest Rank
		IOI Case I	TOT Case 2
Efficient design and layout for IBS housing units.	1	1	1
Avoiding site disruption and lower impact on	2	2	2
surrounding areas.			
Simplified method of construction.	3	4	4
Safe and better working condition for workers.	4	5	5
Occupants comfort within the building environment.	5	3	3
Flexible design to accommodate future changes.	6	6	6
Affordability of IBS house construction for the buyers.	7	7	7
Higher opportunities for local employment.	8	8	8

<u>3rd</u>: Economic indicators

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Economic indicators TEKNO	Rank	Suggest Rank for Case 1	Suggest Rank for Case 2
Reduced construction duration and faster house RO	ΝA	S ³	3
Integrated management during design and construction.	2	2	2
Reduced need for labour onsite.	3	1	1
Quality control and less damage potential during	4	4	4
construction.			
Competitive life cycle cost.	5	6	6
Long service life of a building with low potential of	6	5	5
maintenance.			

Ranking for the main sustainability indicators:

Sustainability Indicators	Rank	Suggest Rank	Suggest Rank
		for Case 1	for Case 2
Environmental indicators	1	3	3
Social indicators	2	2	2
Economic indicators	3	1	1

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Part 3: Framework of Sustainable IBS Implementation: Overview

The framework addresses the main three elements that need to be investigated in implementing IBS (blocking factors, success factors, and indicator for IBS implementation). Please express your view on this framework by writing or ticking (1) (**D**) Disagree, (2) (**M**) Maybe, or (3) (**A**) Agree as requested in the table below.



The Framework provide contribution to the industry. Any comments of the proposed framework or in general:

Refer to comment - 13

End of Validation Thanks 1

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THANK YOU

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