

Market Trends - Work Winning Input

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PESTLE (?) analysis – data driven, longer term –

- Political, economic, social, technological, legal, environmental

BAE increases due to Trump wars – political – route into defence – with the right people (understand individual's strengths > diverse workforces use it)

Spend understanding in sectors

Could we offer a 'consultancy service' (investment needed)

AI – Data centres

Rolls Royce – smaller nuclear reactors – more local > civils & infrastructure to accommodate > also EV infrastructure

Focus on sustainable solutions

Refurb/retro fit – becoming more common nationally – WCL/SES key

Engage with a solution to speed up the process – partner with consultant to come in with a solution

PPP solution – white paper – where are we with this? Could get influence at the top table around investment

Cross divisionalisation – building lifecycles with WPS (FM)

De carb proposal – WCL/SES/WPS > what could we sell with benefits?

Focus efforts on core benefits & continuous improvements – best in class

Play to people's strengths

Expand manufacturing capacity – protection from fluctuating markets) e.g PRISM

In House Delivery – e.g digital solutions – co-ordination/point clouds

Diversity of markets

Frameworks

Market intelligence, relationships and long-term positioning

Prepare our submission material, skills and recruitment in advance of opportunities – pro active

Data driven decisions on intelligence and AI analysis

Analyse competition and risk

Decisions based on procurement route/risk rather than opportunity

Sustainability market

Agile/flexible to change with market

Understand pressures and needs of client

Proper partnership in place

Regional funding streams – client/sector aligned to regional strategy

Comms with frameworks to understand market/mobility

Mayoral priorities – retro fit

Cross pollination for resilience

Upskilling people for diverse markets

Recruitment

Clear market strategy in target markets

Invest in market research and upskilling – don't move into a new market too early

Regional not just national market trend & alignment

Spread risk across multiple sectors and markets

Data led AI interpretation

Working with strategic supply chain partners

Are we close enough with councils/government officials?

Carbon sustainability isn't going to go away

Pick the stable sectors less affected by geopolitical affairs

Understand competitive landscape in all markets

Invest in people who have those new markets experience

Data from AI

Trusted partners

Diverse customers /tracking risks and opportunities

Emerging markets

Stay informed e.g. UK budget/BCIS

Invest in market research / use it

Anticipate market trends with relationships – gov, clients, competition

Understanding experts in business

Market trends – do we have a team forecasting

Data driven – can we be sharing our data ‘market intel reports’

Are we spending enough time with decision makers/influencing

Innovate/ lead/get ahead of the trend

We tend to follow trends – are we happy playing safe? Or want to lead?

Horizon scanning – we do this in sustainability – do we do this elsewhere?

Do we want to follow all trends – carbon offsetting

Jump on early, don’t let the opportunity pass

Commission research into growth markets for 2028

Leverage turnkey using all services – JV

Worry of post Ukraine – loss of skills & material to rebuild (material inflation)

Skills shortages – training and apprentices

Leverage influential suppliers

Self delivery capability

Government change – hiatus – spend change

Diversify public sector/commercial

Focus on PM/QS

Building safety act – Resi market boom – labour change

Upskilling – resilience/future shortages (Ukraine)

Diversity – public and private

Market research – shortlist what we target