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Strategic integration between civil engineering and facilities management: modeling sustainable infrastructure and competitive advantage in the services and hospitality sector.

The strategic integration between civil engineering and facility management: sustainable infrastructure modeling and competitive advantage in the services and hospitality sector

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Summary

The development of capital-intensive real estate assets, particularly in the service and hospitality sector, demands overcoming fragmented management models. This scientific article investigates the methodological convergence between infrastructure engineering, strategic business management, and operational facilities management. The research is based on an analytical-deductive review grounded in Transaction Cost Economics, the Resource-Based View (RBV), and the postulates of *Lean Construction*. The study is structured around seven central axes of analysis, ranging from mitigating contractual frictions in project design to applying Life Cycle Costing (LCC) to complex buildings. Additionally, it explores the use of Building Information Modeling (BIM) and institutional isomorphism in environmental sustainability metrics. The literature shows that the financial viability of corporate ventures depends on the managerial capacity to anticipate operational bottlenecks in the architectural pre-design phase. It can be concluded that contemporary management requires a transdisciplinary approach, converting the quantitative precision of engineering into a competitive advantage for service management.

Keywords: Civil Engineering. Business Management. Facility Management. Lean Construction. Life Cycle Costing.

Abstract

The development of capital-intensive real estate assets, particularly in the services and hospitality sector, requires overcoming fragmented management models. This scientific article investigates the methodological convergence between infrastructure engineering, strategic business administration, and operational facility management. The research is based on an analytical-deductive review grounded in Transaction Cost Economics, the Resource-Based View (RBV), and Lean Construction postulates. The study is articulated around seven central axes of analysis, ranging from the mitigation of friction contracts in project conception to the application of Life Cycle Costing (LCC) in complex buildings. Additionally, it explores the use of Building Information Modeling (BIM) and institutional isomorphism in environmental sustainability metrics. The literature shows that the financial viability of corporate enterprises depends on managerial ability to anticipate bottlenecks during the architectural pre-design phase. It is concluded that contemporary administration requires a transdisciplinary matrix, converting the quantitative precision of engineering into a competitive advantage for service management.

Keywords: Civil Engineering. Business Management. Facility Management. Lean Construction. Life Cycle Costing.

1. Introduction

The design, execution, and operation of civil infrastructure assets geared towards the sector of Services represent severe capital allocation challenges in contemporary macroeconomics.

For decades, academic literature has treated civil engineering and business administration as isolated slopes. Engineering focused its efforts on materiality, on the calculation of stresses and



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on the structural stability of the building, while business administration focused exclusively in maximizing financial return during the occupancy phase of the property. This disconnect structural flaws often resulted in buildings that, while technically safe, exhibited... High maintenance costs and inefficient layouts hampered the daily logistics of operations. hotel or corporate.

The compression of profit margins and the increase in sustainability demands have forced... A thorough review of this paradigm. This scientific essay dissects the theoretical mechanisms through which the integration between structural calculation, business modeling and experience management User insights form the basis of lasting profitability. Through the analysis of theories such as the Vision Based on Resource-Based Valuation (RBV) and *Lean Construction*, this article will demonstrate that infrastructure Physics is not a static liability. When the project is managed from the perspective of life cycle cost and Operated through predictive technologies, the building acts as a regulator of the behavior of consumer and a mitigator of financial ruin risks.

2. The economics of transaction costs in infrastructure project management.

Transaction Cost Theory, initially developed by economist Ronald Coase, and as refined by Oliver Williamson, establishes the analytical framework for understanding the Inefficiencies in the development of large infrastructure projects. The materialization of a complex of Services require contracting with dozens of independent economic agents, including Designers, suppliers of basic inputs, and construction contractors. The asymmetry of information between the investors who finance the project and the companies that execute it, it creates a favorable environment to opportunistic behavior. In this scenario, the passing on of extra costs through addendums Contractual issues and schedule postponements erode the actuarial viability outlined in the plan. initial business.

To counteract these market distortions, project management requires... Internalization of managerial skills that align the interests of the parties. Governance acts as a regulatory mechanism, stipulating contractual safeguards and performance metrics. measurable during the physical execution of the work. The establishment of long-term partnerships with Approved suppliers reduce the time spent on new bidding processes for each stage of the process. The project manager designs the contract matrix focusing on... proper allocation of risks, ensuring that the bureaucratic cost of monitoring contractors does not be greater than the savings obtained in the competitive process.

Bounded Rationality, a concept formulated by Herbert Simon, complements this. The investigation revealed that managers are unable to map out all possible contingencies. Before the contracts were signed. Anomalous climate changes, logistical crises in the global supply chain.



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Disruptions in steel supplies or sudden changes to the urban master plan constitute events of Structural uncertainty. Effective executive management absorbs this reality by rejecting contracts. excessively rigid structures, opting instead for matrices of constructive flexibility and the stipulation of Technical reserve funds based on probability calculations. This approach ensures liquidity. of the project even in the face of severe external disruptions.

On the construction site, corporate governance manifests itself through audits. Independent and traceable materials. Linking each hour worked to a center of Specific costs within the enterprise resource planning (ERP) system eliminate moral hazard in the supply chain. service providers. The administrator synchronizes payments with proof of physical progress and to approval in concrete strength tests. This rigorous technical management transforms the theory Economical in daily practice, proving that control over transaction costs is the key factor. crucial for delivering projects within the budget approved by shareholders.

3. Value engineering and life cycle costing (LCC) in service facilities

The viability of facilities intended for the continuous provision of services cannot be assessed exclusively by capital expenditures (CAPEX) made during the survey. structural. The Life Cycle Costing (LCC) methodology demonstrates that the The initial investment represents a small fraction of the total cost absorbed by the building over time. decades of operation. The largest share of the financial impact will fall on expenses. Operating expenses (OPEX), which include energy consumption, system maintenance, air conditioning (HVAC) and the corrective interventions necessary to preserve the standard of service.

Value Engineering , systematized by Lawrence Miles, is applied in the preliminary design phase to optimize this long-term relationship. Unlike simply cutting costs budgets, which penalize the final quality, value engineering analyzes the ratio between function The choice of facades with... Solar control glass may increase construction costs in the first few months, but LCC calculations reveal... The substantial reduction in the building's thermal load will decrease the electrical consumption of the compressors. Air conditioning for the entire lifespan of the property, generating net savings.

In the hospitality and *Facility Management sector*, civil engineering plans the flows of Human movement and the logistics of cleaning supplies. The specification of finishes for High-traffic areas illustrate the importance of this technical discipline. The use of natural rocks... High porosity in lobbies, based solely on aesthetics, will require frequent closures. Polishing and the continuous purchase of waterproofing resins. The managing engineer who acts in a way Preventive measures replace this material with highly abrasion-resistant ceramic coatings, which do not



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They require specialized maintenance, preserving the availability of the space for users.

Focusing on durability transforms the building into a driver of operational efficiency.

proper sizing of maintenance ducts (*shafts*) leading to service corridors

It prevents routine repairs to the plumbing system from interfering with guest comfort or daily routines.

Corporate offices. When design decisions are subordinated to feasibility studies.

From an actuarial perspective of building management, the infrastructure ceases to represent a drain on resources.

box. The integration of these disciplines ensures that the civil structure acts as a guarantor of

Profit margins as outlined in the organization's original business plan.

4. The *resource-based view* (RBV) paradigm in physical asset management.

The formulation of corporate strategies, historically guided by the analysis of

Michael Porter's theory of external competition underwent a revision with the introduction of the Market-Based View.

Resources Valuation (RBV), consolidated by Jay Barney (1991). The RBV establishes that competitive advantage

An organization's success stems from controlling internal resources that meet the VRIO *framework* .

Valuable, Rare, Inimitable, and Organized. In the ecosystem of hospitality services and centers.

In high-end corporate buildings, the physical infrastructure and engineering of the building form the core.

tangible aspect of this matrix of resources that generate value and differentiation in the market.

A real estate complex developed with unique logistical innovations and systems.

Mitigation of external noise and native connectivity integration cannot be replicated in the short term.

deadline set by rival corporations. The engineering project, by incorporating an accurate reading of the needs

The user's operational procedures create a fixed asset that fully meets the criterion of inimitability.

licensing restrictions in dense urban areas, the maturation periods for heavy construction projects, and the

Capital-intensive requirements act as barriers to entry for new competitors. The asset

A well-designed company assumes the position of a geographic monopoly in the provision of services.

The extraction of value from this resource depends on the firm's administrative capacity in

Organize it. Owning a building classified as a Smart *Building*, equipped with

Presence sensors and building automation lose their purpose if the *Facility Management* team...

It operates with manual protocols and does not use data generated by embedded systems. Synchronization

between the technological potential of structural engineering and the corporate intelligence of the management team.

ensures that the investment generates cost efficiency, optimizing the flow of people and controlling

The energy demand of the unoccupied areas of the complex is automatically adjusted.

In this theoretical context, rigorous infrastructure maintenance is characterized as...

Active protection of the company's core resource. The aesthetic or functional depreciation of an asset due to

Neglecting predictive maintenance erodes the customer's perception of value, destroying the foundation of...

Service pricing (*premium pricing*). The executive who masters management metrics.



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The finance department understands that the allocation of reserve funds is intended for the modernization of elevators.

Retrofitting exhaust systems is a strategic requirement. Preserving the physical asset *ensures*

the longevity of the corporation's market dominance in the face of fluctuations in demand for

consumption.

5. *Lean construction* and the mitigation of waste on the construction site.

The global construction industry has shown stagnant growth rates for decades.

Productivity growth is hampered by systemic waste of resources, logistical failures, and...

extensive schedule delays. The methodological response to this inefficiency was based on

Adapting the Toyota Production System (*Lean Manufacturing*) to the dynamics of construction projects,

originating *Lean Construction*. Theorized by academics such as Lauri Koskela (1992), the model

It focuses on the methodical elimination of all activities that consume company time and resources without

To add direct and tangible value to the civil infrastructure demanded by the end client or fund investor.

Real estate.

Applying *Lean Construction* requires changing the planning hierarchies of

deadlines, replacing vertical schedules with collaborative systems like the *Last Planner System*.

This tool involves foremen, field engineers, and suppliers in the creation of

feasible weekly commitments. Production leveling mitigates variability (*Mura*) and the

exhaustion of the teams (*Muri*), ensuring that each work front has immediate access to

Compatible designs, calibrated tools, and base materials delivered in the correct quantity.

This logistical predictability prevents outsourced workers from remaining idle on the construction site.

awaiting the arrival of ready-mix concrete or steel reinforcement.

In the financial planning of real estate ventures intended for services, the cost

The opportunity presented by capital requires the compression of construction execution deadlines. Each month of

Delays in the opening of a hotel or hospital complex represent a erosion of the budget due to...

Indirect expenses, such as crane rentals and administrative sites, in addition to the cost generated by...

Absence of operational revenue. Production engineering applied to the project stabilizes the cash flow.

Tasks are eliminated, interference between electrical and civil installation teams is maintained, and completion is ensured.

Physical delivery of the asset within the exact timeframe defined in the economic feasibility study.

The adoption of prefabricated components (*Off-site Construction*) and the visual standardization of

Construction sites, guided by the 5S program, bring the construction industry closer to efficiency metrics.

mass production in enclosed warehouses. This procedural predictability eliminates risk.

It reduces disabling accidents and the accumulation of debris, improving occupational safety and...

Project environmental management. The union between engineering loss control techniques and management.

Focusing on financial results confirms that lean project execution is an essential requirement.



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for the consolidation of capital-intensive businesses within feasible timeframes.

6. Building Information Modeling (BIM) in lifecycle management

The advancement of computational capacity has necessitated the transition from two-dimensional representations. Analog (CAD) systems are being used to systematically adopt Building Information Modeling (BIM). BIM transcends the function of a three-dimensional electronic model, establishing itself as a database of... Parametric data in which each beam, duct, or hydraulic pump contains physical specifications. precise. The element inserted into the model stores information about its thermal conductivity, Mechanical resistance, unit market cost, and projected lifespan. The architectural design. It transforms into a quantitative management repository, giving the project manager the power. to predict the physical behavior of the building before the construction site begins.

Technology plays a decisive role in the compatibility phase through detection. Automated conflict *detection*. The digital cross-referencing of structural designs. Plumbing and air conditioning systems reveal seemingly impossible physical intersections, such as an exhaust duct. designed on the same axis as a primary prestressing beam. Correcting this error in the environment Computational engineering avoids costly corrective demolitions and operational shutdowns during execution. Physical. Blocking rework ensures the maintenance of profit margins for contractors and ensures that the building's internal architecture maintains the required ceiling height and aesthetic standards. by investors in the high-end hospitality sector.

In the phase of transferring the completed infrastructure to the building management team, The management model reaches its full potential with the use of BIM 6D and 7D, focused on sustainability. and *Facility Management*. The complex manager receives a Digital *Twin* containing The complete and traceable operational manual for the building. Identifying a fault in a A restricted electrical circuit does not require exploratory breaking of ceilings and masonry; the manager consults the... Virtual model to identify the exact conduit layout and the expiration date of the circuit breakers there. allocated. This informational precision optimizes the maintenance team's work orders.

The operational maturity of a BIM-managed building allows for the integration of a digital floor plan. with *Internet of Things* (IoT) sensors coupled to critical support equipment. Readings Anomalous temperature readings in refrigeration systems trigger alarms on the administrator panel. before mechanical failure of the system affects the climate control of the common areas. Facilities management is moving away from simply responding reactively to user complaints. to perform predictive maintenance guided by data. The structural digitization of the building ensures The continuous availability of services, protecting the corporation's daily revenue against logistical disruptions.



7. Corporate governance and institutional isomorphism in sustainability

The global sustainability agenda and the criteria for Environment, Social and Governance (ESG) have become central benchmarks in the approval of investment funds for the construction of real estate assets. From the perspective of Institutional Theory (DiMaggio and Powell, 1983), the behavior of corporations in the infrastructure sector is strongly shaped by isomorphism. Coercive and Regulatory. Construction companies and administrators of corporate buildings adhere to Waste management and energy efficiency systems driven by municipal legislation. restrictive measures and pressure from shareholder boards, which demand the decarbonization of the production chain. as a prerequisite for the release of subsidized interest rate credit lines.

In civil engineering and *facility management planning*, this movement This institutional commitment is reflected in the pursuit of top-tier environmental certifications, such as the *LEED* certification. (Leadership in Energy and Environmental Design) or the *AQUA-HQE standard*. Obtaining these The certification requires the integration of rainwater reuse systems and the installation of high-strength glass. Energy efficiency and rigorous management of construction waste disposal. The engineer and the Administrators need to prove, through laboratory and documentary audits, that the supplies The acquired products have traceable origins and low emissions, transforming the supply chain of Project supplies are geared towards proactive environmental responsibility.

Compliance with these regulations transcends moral responsibility and constitutes a A robust strategy for leveraging the financial resources and enhancing the commercial value of the venture. Funds long-term real estate and multinational corporations that lease office space (*Tenant Mix*) impose as a mandatory clause the exclusive leasing of buildings that demonstrate efficiency. Certified ecological. The certification acts as an indicator of regulatory risk mitigation. Future plans. Sustainable buildings offer lower vacancy rates and allow for premium payments. in the value per square meter of rentable space, translating compliance with environmental regulations into direct gain. operating revenue in the annual financial statement of the property management company.

Integrating corporate governance into the daily management of buildings requires the development of matrices of accounting indicators such as *Activity- Based Costing (ABC Costing)*, allocating building expenses for lighting and air conditioning proportionally to Business units. Continuous monitoring of efficiency via *Balanced Scorecard (BSC)*. It articulates the financial perspective, the maintenance team's learning, and the internal processes of support and ultimate customer satisfaction. The convergence of these tools confirms that the administrator Facilities operates at the forefront of the corporate economy, ensuring ethical operation. profitable and sustainable, one of the largest urban service infrastructures on a global scale.



8. Conclusion

The literature review and methodological investigation developed in the sections of this article. Scientific studies consolidate the premise that the departmental separation between structural engineering and... Poor operations management is an unacceptable managerial failure in capital-intensive projects. Developing service complexes requires a transdisciplinary vision. The manager who understands the limitations of rationality in signing contracts and applies the precepts of Transaction cost savings ensure the project is executed within budget. budgetary, mitigating supplier opportunism and schedule disruptions inherent to construction site.

The Value Engineering and Life Cycle Costing (LCC) review confirmed that the A drastic and isolated reduction in construction expenditures (CAPEX) leads to the financial collapse of the phase. operational. Responsible planning focuses on choosing durable building systems and Efficient solutions that ease the monthly operating expenses (OPEX) of the occupying organization. Physical infrastructure, when designed with a focus on long-term usability and prevention of... Logistical constraints transform the civil building into a protective barrier for the *facility*. *Management*, eliminating repair interventions that would drive consumers away from the end service.

The application of the Resource-Based View (RBV) demonstrated that the infrastructure The constructed structure acts as the primary differentiating asset in the hospitality and rental sector. Corporate. Buildings featuring unique thermoacoustic solutions and organizational layouts. Efficient strategies cannot be easily replicated by competitors, constituting an advantage. An inimitable strategy that ensures temporary market dominance. Diligent predictive maintenance. The management of this asset, orchestrated by the administrative team, preserves the rarity and value of the resource. defending profit margins charged through *premium* fees and protecting projected returns. by the shareholders' councils.

The integration of *Lean Construction* philosophy into the civil engineering environment has eliminated the Reducing structural waste through value stream mapping and leveled sequencing of Production. Strict control of material losses and precise coordination of labor. Outsourced services ensure the stability of the project's critical path. The safe acceleration of completion. The completion of the project anticipates the moment of the inauguration, ending the period of capital immobilization and immediately initiating the revenue generation cycle, optimizing the Net Present Value (NPV). of the developers and construction companies responsible for the asset.

The irreversible advance of Building Information Modeling (BIM) has eliminated the Empiricism in compatibility projects. Automated detection of pipeline conflicts. The use of concrete structures avoided the costly demolitions that destroyed contractors' profits. in the execution phase. The conversion of the 3D project into an analytical and traceable Digital Twin provided



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the operations teams with accurate data on the validity and location of each component.

Building mechanics, integrating the physical environment with Internet of Things sensors for control.

Extremely precise climate and safety monitoring.

The framing of building management through Institutional Isomorphism demonstrated that the

Adherence to energy efficiency standards and international green building certifications has surpassed...

stage of environmental altruism. Sustainable compliance is a regulatory passport required by

Large pension funds for the release of capital contributions. Infrastructure improvements.

Alignment with ESG parameters increases the commercial attractiveness of office space and reduces vacancy rates.

and attests to the ethical and legal commitment of the administration to the public authorities and the community of

surroundings and the financial ecosystem.

In summary, the role of the contemporary executive transcends the isolated functions of their position.

Original training. The leader who integrates the skills of civil structural assessment, budgeting.

Algorithmics, hotel service management, and actuarial accounting position themselves as the builders.

The ultimate goal of corporate stability. By mastering the economic logic of the market and engineering.

In the area of clean technological infrastructures, this professional ensures the continuity of the largest...

Urban service conglomerates, forging real assets that withstand the volatility of crises.

financial factors drive the continued progress of global metropolitan planning.

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