



**BIM
Harambee
Africa
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From Models to Management:

Why Project Managers Are the Missing Link in BIM Maturity

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| What I Do

Project delivery, coordination & risk management

BIM Execution Plans (BEPs)

Common Data Environments (CDEs)

Project standardisation and alignment

| Perspective

***"BIM success is driven by management,
governance and leadership"***





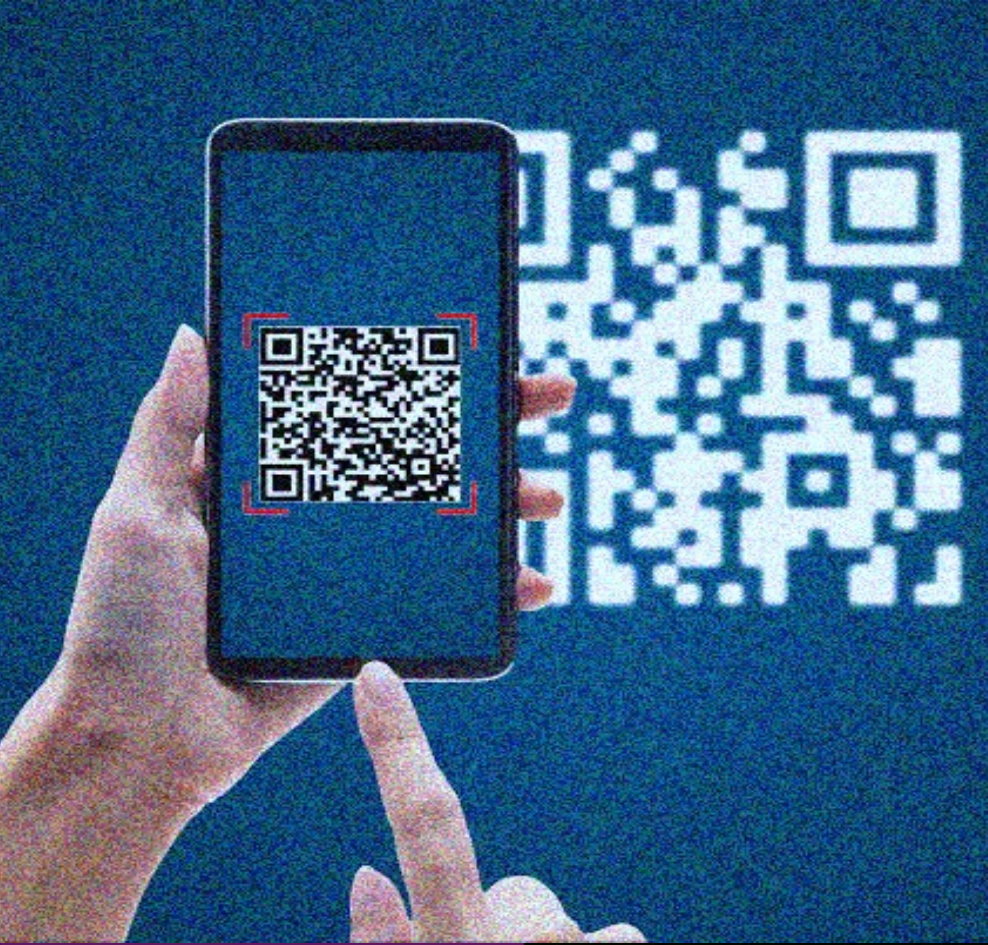
ENGAGEMENT QUESTION 1

When you think about BIM, what comes to mind first?

- A** 3D Models
- B** Software tools
- C** Data and information
- D** Project management and coordination

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ENGAGEMENT QUESTION 2

Which built environment professional should lead a BIM project?

- A** Architects
- B** Engineers
- C** Quantity Surveyors
- D** Project Managers

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From Models to Management



Shift in BIM Perspective

BIM is reframed from a design tool to a management and governance challenge in construction projects.



Role of Project Managers

Project managers bridge disciplines and drive BIM maturity through leadership and collaboration.



Aligning People, Processes, Technology

Successful BIM depends on coordination of people, processes, and technology rather than just tools.

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The Problem

Designer-Centric Implementation

- 1 BIM adoption is driven by architects and Engineers. Other key stakeholders are excluded early in the process.

Late Stakeholder Involvement

- 2 Management and cost specialists become reactive rather than strategic, limiting project outcomes.

Weak Governance and Accountability

- 3 Lack of early leadership integration leads to unclear roles and poor coordination across teams.

BIM Misunderstood as a Tool

- 4 BIM is treated as software, not a process, limiting collaboration, management.



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The Honest Picture

Budget Resistance

- 1 Management is often reluctant to approve additional BIM software investment beyond existing technology licences.

Training Investment

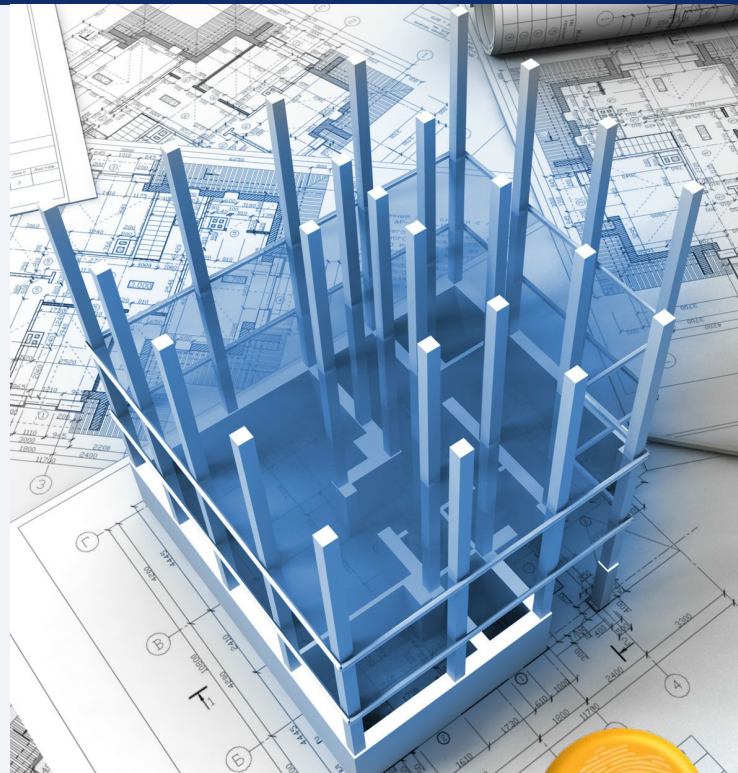
- 2 Real adoption needs sustained training, not a once-off workshop, and that costs time and money for every team.

A Completely New System

- 3 This isn't a plug-in. It changes how teams plan, model and hand over work, not just what “tool” renders it.

Patchy Adoption, Patchy Data

- 4 Not every professional on a project uses BIM, so model quality and data reliability vary project to project.



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What is Getting in the Way

License Costs

1

Costs for smaller firms.

Clients unwilling or contractually not a requirement

Infrastructure Limits

2

Unstable power.

Limited bandwidth and other hardware constraints.

Resistance to Change

3

Comfort with existing 2D workflows and file-based habits.

Teams revert under deadline pressure.

Hybrid Roles, Not Dedicated Ones

4

No budget or skills bench for standalone BIM roles.

Dual Roles are applicable



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Why This Matters



Consequences of Poor BIM Management

Inefficiencies like poor coordination, duplicated work, and inconsistent data quality directly undermine project success.



Importance of Governance and Standards

Strong leadership and adaptation to standards like ISO 19650 are essential for competitiveness and accreditation.



Strategic Necessity of BIM Maturity

Improving BIM maturity affects project outcomes, organisational reputation, project risks and long-term industry growth.

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The Skills Gap

Theory vs Practical Skills

Graduates often possess theoretical BIM knowledge but lack practical exposure to real-world industry processes and requirements.

Essential BIM Competencies

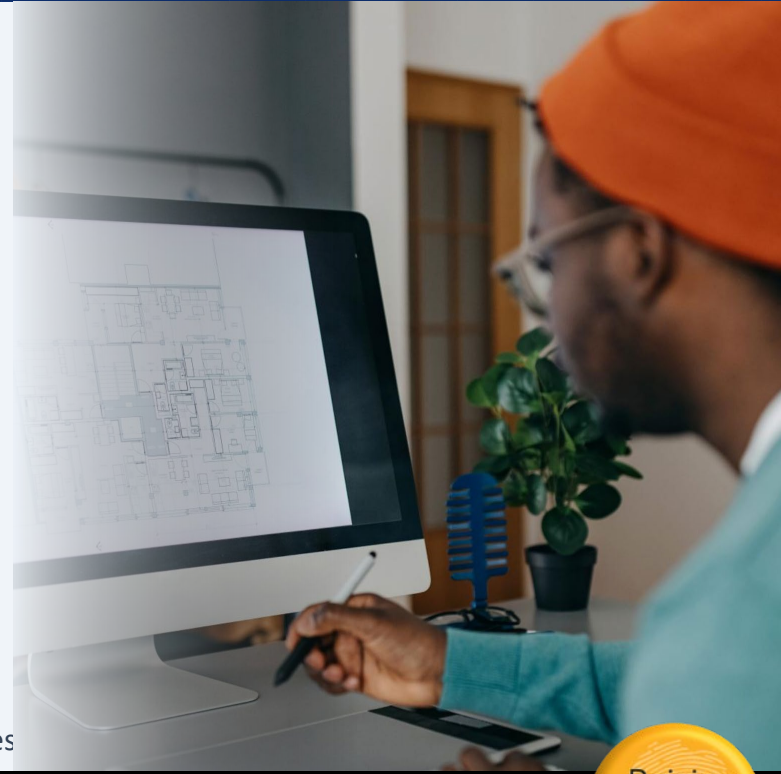
Key skills (BIM Execution Plans, ISO 19650, contracts, and CDEs) are rarely covered sufficiently in academic programmes.

Education System Challenges

Education emphasises software proficiency over process understanding and leadership, limiting workforce readiness for BIM maturity.

Collaborative Solutions

Bridging the skills gap requires academia and industry to align curricula with practical needs and managerial competencies



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Current BIM Reality



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Tool-Focused Usage

Organisations emphasise BIM tools over processes, causing isolated workflows and limited cross-team collaboration.

Lack of Standardised Processes

Absence of standardised BIM processes and communication channels prevents true integration across disciplines.

Theory vs. Practice Gap

Professionals struggle to apply academic BIM concepts effectively in complex real-world construction projects.

Stakeholder Misalignment

Lack of shared vision and coordination among disciplines leads to fragmented BIM implementation.



Role of Education



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Curriculum Alignment

Academic programmes must align curricula with industry standards to close the BIM skills gap effectively.

Early BIM Exposure

Introducing BIM concepts early helps students build strong foundations in information management for projects.

Holistic Skill Development

Education should focus on critical thinking, problem-solving, and leadership beyond software proficiency.

University-Industry Partnerships

Partnerships provide students hands-on experience and real-world insights, boosting professional readiness.





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