



BIM
Harambee
Africa
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Beyond BIM

Building a Culture of Digital Delivery Across Africa

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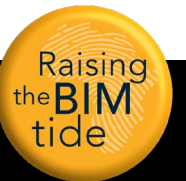
Swahili — “let us all pull together.”

Digital transformation in construction
is not a technology problem.

It is a pulling-together problem.

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The uncomfortable truth

~70%

of digital transformations fall short of their objectives

— McKinsey & Company

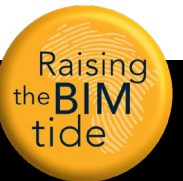
Near last

construction ranks among the least digitised major industries

— McKinsey Global Institute

We have never had better tools. **The constraint is somewhere else.**

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The tools were never the constraint

What organisations buy

- BIM authoring software
- CDE platforms
- Drones, scanners, sensors
- Dashboards and AI

What changes delivery

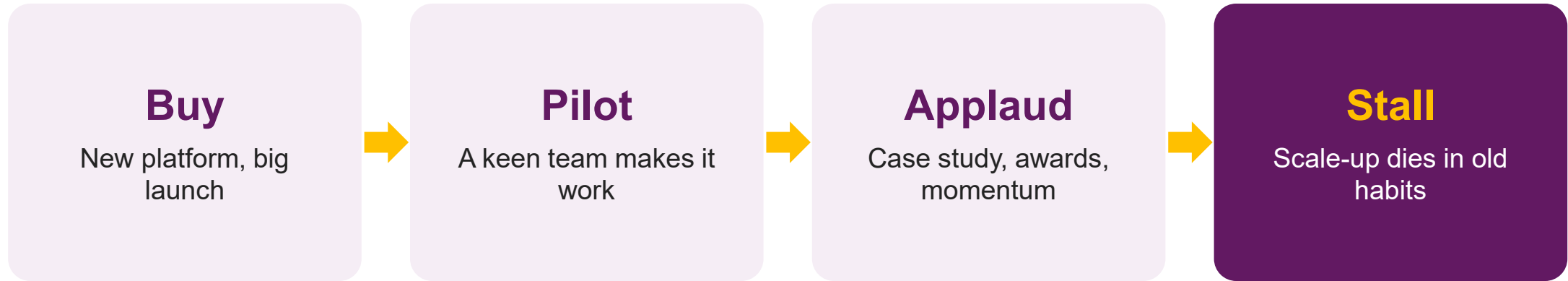
- How teams share information
- How decisions are made
- What leaders inspect and reward
- Whether people trust the data

“Culture eats strategy for breakfast — and it eats software for lunch.”

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Why transformation stalls



The software worked. **The organisation's habits never changed.**

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Beyond BIM: a thread through the lifecycle

BIM is not a department. **It is a thread through the whole lifecycle.**



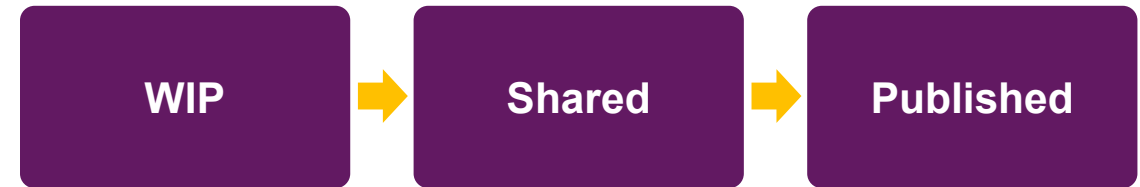
One model of the work — carried from first estimate to final handover,
with no re-typing at the boundaries.

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One source of truth

“If it is not in the CDE, it does not exist.”

A Common Data Environment only works when it is the environment everyone actually uses — not one more place to look.



ISO 19650 information states

The standard's real gift is not compliance — **it is a shared language for information.**

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Five behaviours of a digital delivery culture

1

One source of truth — if it is not in the CDE, it does not exist.

2

Share early, share ugly — draft information shared beats perfect information hoarded.

3

Decide on data, not seniority — the model and the measurement settle the argument.

4

Visual by default — a coordinated model changes the site-meeting conversation.

5

Digital trust — built in weeks, lost in one bad handover.

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Culture is led, not installed

WHAT LEADERS

INSPECT

Ask to see the model, not the printout.

WHAT LEADERS

REWARD

Praise shared information, not private heroics.

WHAT LEADERS

TOLERATE

Every ignored workaround quietly becomes policy.

... becomes the culture.

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What changes on site

Fewer RFIs

Questions answered in coordination — before they ever reach site.

Clashes caught early

Resolved in the model, not on the scaffold.

Sharper tender risk

Method and quantities visualised before the price is committed.

Where it still fails, the lesson is almost never the software.

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Proof from our projects

≈ R 1,3 m

cost avoidance on a marine project — reinforcement clashes resolved in the model before construction; no precast trial fitment, rework risk cut

roughly the project's potential delay penalties

≈ R 500 k

material saving on a wastewater treatment works — 2D ducting modelled in 3D and coordinated in the federated model before fabrication

≈ 30% saved across five buildings

The cost of coordination is far lower than the cost of correction on site.

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Africa's leapfrog

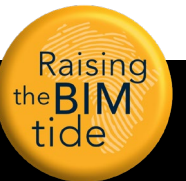
Telephone Skipped landlines → went straight to mobile.

Banking Skipped branch networks → went straight to mobile money.

Construction Can skip the legacy-systems era → straight to collaborative digital ecosystems.

The largest infrastructure build-out of the century is still ahead of us.

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The Monday-morning playbook

1

Map the information flow — before buying anything new.

2

Choose behaviours first — then tools that reward those behaviours.

3

Champions inside disciplines — not a digital department beside them.

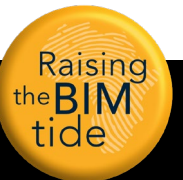
4

Measure behaviour, not licences — information flowing through the CDE is the metric.

5

Leaders go first — ask for the model, and the culture follows.

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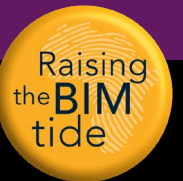


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The future of African construction will not be determined by who owns the best software —

but by who builds the best culture for collaboration, information and delivery.

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Thank you — questions welcome.

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