BIM: A Marketing Effort
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BO4449 Have you seen the Request for Proposal (RFP) documents sent to AEC firms lately? Clients are more educated than ever about Building Information Modeling (BIM) and are beginning to ask about specific experiences rather than saying “give us some BIM.” If you are a design, construction, or facility manager, be sure to attend this class to learn how to address BIM-related RFPs. You will learn how to address your clients’ needs by leading them as a consultant specialized in the BIM arena.

About the Speaker:
Joseph Joseph attended the Lebanese American University where he studied Architecture. In 1997, he came to the United States to complete his studies in Architecture as well as complete a two-year degree program specializing in CAD/Technology Management. Joseph has over 16 years of direct industry exposure from Job Captain/Project Architect to Managing Director of Information/CAD/BIM Technologies. He has served as a strategic and tactical partner to many architectural/engineering organizations (50–3000 employees) spearheading CAD/BIM planning, deployment, implementation, and training strategies. In addition, he has taught/supported multiple Autodesk® products at the higher education level. Joseph Joseph joined SAIC early in 2010 as the company's Managing Director overseeing all BIM/CAD Technologies aspects and focusing on revamping the firms BIM/CAD initiatives from the ground-up, including strategizing, standards, and implementation of BIM in a true design/build environment.

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Overview

This session is designed for principals, owners, business developers, project managers and BIM directors to look at building information modeling (BIM) from a marketing lens. It will address requirements by the industry and explore ways to becoming true BIM experts beyond 3-dimensional modeling. This hand-out will have in-depth information on this topic and will mainly be used to keep up with the presenter.

LEARNING OBJECTIVES

- Create a custom BIM approach for each client or prospect
- Create a BIM portfolio for your organization
- Ensure that senior management, marketing, and client-facing individuals understand the power of BIM
- Establish a business development BIM statement

EXPECTATIONS

The focus is not technical: we will not be getting into BIM software bells, whistles or clicks. As BIM continues to penetrate the market and emerge as the trendiest process chosen by owners, designers and contractors, we observe very little effort spent on integrating it with business development strategies or documenting the process of how to respond to RFPs with BIM scope.

CONSIDERATION

The content in this Hand-out is based on professional experience and personal point of view of the individual presenting the class and material and should be used as a reference only.

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Identify Industry Challenges

More and more organizations such as GSA, local government agencies and large developers are changing their pitch. A few years back it was common to see an RFP asking for “some BIM” scope as part of documenting design on projects. Today, shortly after, the same organizations are expecting much more in terms of demonstrated BIM expertise on real-time projects.

Currently a number of leading key-challenges are creating a large gap between BIM, as a technical implementation, and what an organization can offer through its marketing capabilities. Identifying those challenges will ultimately assist you in formulating a plan to tackle each issue individually and achieve a better orchestrated strategy, offering your clients the services/expertise they deserve.

COMPETITIVE MARKET

In a difficult environment, everyone in the industry is here to compete for both new and repeat business, where the stakes are rapidly changing. The expectations placed on our firms to grow and win projects are rising exponentially. In today's marketplace, it is no longer about what you have done, rather, what you have done lately.

As organizations begin to recognize the substantial adoption of BIM and the competitive nature of the current marketplace, the very limited amount of clients that we're willing to pay extra for BIM deliverables are simply gone. There is now a solid understanding among these organizations that the industry is moving towards BIM and integrated design leveraging sustainability and the tools that support an integrated project delivery approach. If you don’t offer these services at a competitive rate, someone else will.

Consider this – if in one or two years from today 50% of all RFPs in the AEC industry would require BIM and you have not yet established a BIM consultative expertise, you would have to win twice as many of none-BIM RFPs just to maintain the same level of business. Essentially, be twice as strong in a market half the size.

NEW BUSINESS PROCESSES

Given the varying stages of BIM understanding and adoption levels, it is difficult to gauge our current growth rate. We can review the McGraw-Hill data polled in 2010 in their publication “The Business Value of BIM”. This report reflects a growth of 49% in North America in 2009. The reported percentage reflects the fact that we are adopting BIM rapidly as a technology, the question is, are we looking at the new business processes this involves and how will it affect our ability to win work?
Identify Industry Challenges

NEW BUSINESS PROCESSES – continued

A lot of us are embracing the new BIM technology just fine under such rapid pressure. The issue becomes lack of time spent on the processes involved with this adoption. BIM is a new process, failure to study and document how it integrates in this business yields several challenges in key-areas relating directly to defining BIM scope and solicitation of services rendered:

Strategy & Vision – There is a significant lack of education on BIM leading to a deficiency in strategy, vision and direction. You must understand what you are selling in order to sell it effectively and attain clients/work. In general, organizations look to implementing BIM as a technology and this approach mainly transitions over to bidding work. Here the word “BIM” is viewed as a piece of software, which misses all together the new opportunities and/or potential liabilities of accepting the work as-is with lack of scope definition.

BIM Leadership – There is lack of BIM champions that can implement the technology while understanding the business side both internally within their organization and externally for clients. The new role of a BIM leader is not yet recognized or defined.

Communication is Redefined – Despite of the aggressive adoption of BIM, in most cases, design and contractor teams are still caught in the same vicious cycle of their relationship. They don’t realize that BIM redefines the communication between all players on a project by introducing a highly communicative environment to deliver a better product to the owner. This communication change calls for different business relationships and a paradigm shift in culture that is yet to be outlined:

- Multi-Design team communication (same or multi-company)
- Design and construction teams’ communication on projects.
- AEC relationships with their owners and clients.

The Definition of BIM – It depends who you talk to, the definition of BIM varies. It is evident that most business developers and RFP responders view BIM as a method to create three-dimensional models with some intelligence involved. They are completely missing the ultimate point of delivering a full virtual design and construction (VDC) package to the client. A product they can leverage today or in the future.

Credentials and Experience – While some companies were able to complete multiple million S.F. projects in BIM, the vast majority are still trying to integrated a true BIM concept solution on projects in tandem with balancing billings, phases, submittals and so on. As we continue to become experts on sustainability and others types of services, we are lacking the consultant expert mentality on BIM to lead our clients and make sure they are getting the most out of the product they are asking for.

- Lack of firms’ corporate BIM portfolios and credentials.
- Inadequate internal BIM implementations, thus inability to supply clients with a solid strategy.
- Industry is mainly focusing on gearing up the technology instead of looking at this as an opportunity to add another line of business to their arsenal of services.
Identify Industry Challenges

BALANCING TECHNOLOGY, BUSINESS & CONTRACTS

First, we are too focused on the technology implementation that we are not paying attention to the business aspects of BIM. Additionally, interoperability between BIM software applications is still one of the major issues creating challenges for our commitment to BIM scope on projects. Mainly in RFP language, it always generalizes that all applications shall have full interoperability from design through construction management, which is really an unrealistic expectation. The interoperability issues in software can be found among:

- Multi-design firms working on the same or coordinated scope of projects.
- One firm with multi-disciplines design teams.
- Integration with GIS: See article: [http://www.wbdg.org/pdfs/ibim_fall10.pdf](http://www.wbdg.org/pdfs/ibim_fall10.pdf)
- Software interoperability should be a tested/approved process put in place to connect:
  - BIM Design → BIM Construction → Facility Management and Operations.

LEGAL ISSUES OF BIM

20 years ago, the industry was very reluctant to share electronic files among design firms, contractors and owners. Today this anxiety becomes a part of our daily business processes, perhaps an expectation that we don’t even hear of in most cases, such as CAD release firms.

Lack of defined roles and responsibilities makes a great deal of potential liability.

No direction dictating expectations for data sharing and collaboration among AEC teams.

MANAGING CLIENTS’ EXPECTATIONS

Clients’ expectations vary from one to another depending on their level of BIM understanding and maturity. Often companies are left with unclear understanding of what types of BIM involvement is required on projects they are going after due to the blurry direction offered by their clients. The lack of AEC advanced business development BIM engagement with clients is the primary factor behind this challenge.

Marketing, business developers and executives on the Design/Contractor side in many cases make this a more complicated issue as they continue to use BIM as a buzz word, not understanding really that the deliverables can windup meaning the difference between profit and loss or success and a law-suit.

SUMMARIZING THE INDUSTRY CHALLENGE

In summary, all these challenges put together point to BIM as an evolution that we are all trying to learn and develop as we move forward, basically “on the job experience”. In the meantime, we continue to market our services (design/construction) to fit the traditional pre-BIM era. Not to say that BIM should take over our entire business, however, it is critical to note that it is now the present and the future, failure to build a marketing strategy around BIM will wind up costing your company many good opportunities.
Establish | BIM Vision & Business Solutions

Implementing BIM as a technology and process is one thing, building company credentials and portfolio that supports the promises you make when responding to RFP and presenting to clients is another. It requires incorporating BIM within the DNA and fabric of your organization.

BIM: VISION & STATEMENT

You should start by establishing a BIM vision and a mission statement. These should be tied to your company’s philosophy and goals.

Your BIM vision is the first thing prospective and/or existing clients will see. In addition to aligning with your overall business model, it will need to be real. This statement should reflect:

- Organizational culture towards BIM philosophy.
- Role and place in the industry as it relates to BIM.
- Your BIM path that you plan to lead moving forward.

Below are a couple of BIM Vision Statement examples:

http://www.cfm.va.gov/ll/bim/BIMGuide/lifecycle.htm

“VA’s Office of Construction and Facilities Management (CFM) has determined that Building Information Modeling (BIM) represents both an enhanced technology and a process change for the architecture-engineering-construction-facilities management industry. VA is committed to moving both the organization and its service providers to BIM as effectively and efficiently as possible, and to integrating BIM process requirements and Integrated Project Delivery (IPD) methodologies into its delivery requirements”

http://www.cgvisions.com/about.aspx

“With our Vision Statement as the foremost influence over the CG Visions’ business model, we have emerged as the industry leader in Building Information Modeling (BIM) technology, development and implementation. By utilizing and creating innovative solutions and staying at the pinnacle of technology, we have formed a client list consisting of some of the top builders in the nation and abroad.”

The Autodesk BIM deployment plan document guides you into developing a vision:
http://usa.autodesk.com/adsk/servlet/item?id=14652957&siteID=123112

Building Information Modeling

SAIC utilizes building information modeling (BIM) from design inception through construction and throughout a building’s life cycle.

www.saic.com/bim

Defining BIM at SAIC

SAIC fully adopted building information modeling (BIM) as a process and technology that integrates within the fabric of our design and construction projects. This BIM philosophy transformed our design and construction approach to deliver greater benefits to our customers. BIM allowed our customers to engage in the design of their spaces by visualizing the process much earlier in design stages as well as yield significant dollar savings in spotting construction issues prior to taking place on-site.

SAIC’s BIM processes utilize various advanced software technologies and procedural workflows to virtually design, study, and build smarter, more efficient buildings containing intelligent three-dimensional (3D) dynamic components. Our use of BIM spans throughout our portfolio of expertise encompassing all disciplines of a building in both facilities and industrial type structures.
Establish | BIM Vision & Business Solutions

Let us then look at BIM in what it can offer our clients and facility owners, a none-traditional (technology/process) approach would reveal a business integration approach for business developers:

“3D” BIM: MODELING & DOCUMENTATION
This service allows for utilizing BIM as a tool to develop and deliver design for all disciplines in a 3D format with intelligence built into the delivery to be harvested and/or utilized at a later time. This service offers clients:

- Focus on design – not drafting.
- Early visualization by client – faster approval cycles.
- Ease of coordination between construction documents.
- Spatial Coordination between disciplines
- Clash detection and conflict resolution limiting issues on-site and during construction.

“4D” BIM: INTEGRATION FOR CONSTRUCTION
Here we are able to build upon the “3D” service by adding timeline and schedule attributes to ensure on-time, smooth constructability and delivery of projects:

- Extraction of intelligent data and automated schedules.
- Ability to take-off materials and quantities.
- Models + Projects Schedules → Construction Sequencing.
- Projecting future construction sequence conflicts.
- Tracking and identifying location of material and pieces on-site in a simulated environment.
- Visualization of construction-sites for contractors, subs and clients on-site in trailers.
- Integration of BIM with mobile-devices for managing construction & commissioning / hand-over.

“5D” BIM: COST ESTIMATION
Not just about simulating cost on a BIM model, it really redlines the way you communicate with the owner and offer them live up-to-date information that helps them see the current cost and compare it to the estimated total target cost of their project. As well as interim costs against design during design phases.

“6D” BIM: BUILDING LIFECYCLE INTEGRATION
Offering integrated, maybe proprietary, facility management solutions to clients by utilizing BIM information from 3D, 4D and 5D to integrate in the operation, maintenance and future renovations of buildings. Through such service, you are able to assist the client in controlling cost and getting the best out of their designed envelop. Now leveraging BIM to assist in a state-of-the-art FM / O&M solutions.

BIM SPECIALTY SERVICES
As BIM experts, you should be able to offer guidance to your clients on how to utilize and/or implement BIM within their organizations and / or on their projects to the best fit their needs and future. This leads to a more educated client and manageable expectations, not to mention further opportunities:

- BIM Roadmaps and Integration: documented standards and procedures.
- Establish and/or build intelligent bldg. prototypes / content libraries for use with other consultants.
- Convert existing building to BIM virtual models.
- Oversee and manage BIM process during design / construction projects.
- Maintain an up-to-date BIM As-Buils during construction.
- Better RFP documents with direct expectations and anticipated results.
Build | BIM Credentials & Portfolio

BIM LEADERSHIP ROLE

We’ve demonstrated thus far a gap within our organizations, one that exists at least between the technology side of BIM and the ability to engage in marketing opportunities. In order to bring BIM knowledge into your organization to build confidence, expertise and credentials, you will need a BIM Leader to bridge this gap. This is a MUST, if no one will emerge organically, hire one.

This is not a traditional technology focused role. BIM requires a well faceted individual that understands both the business and operations side of the business. Someone that champions the effort and understands they are strategically redefining your organization.

- Selling BIM internally by educating staff.
- Attend client meetings, presentation pitches to showcase the BIM portfolio.
- Lead the strategic implementation, development and deployment of BIM.
- Address RFPs and manage clients’ BIM expectations and requirements.
- Keep-up with the evolution and BIM trends within the industry.
- Engage in social networking and broadcasting the BIM buzz factors of your company.
- Manage a team of BIM Manager / Applications Specialists.
- Ensure balance between what the company is offering on the client front and what is actually being deployed internally in technologies and processes
- Continuous education of staff.

Stakeholders – BIM leaders have the task of reaching out and establishing relationships with stakeholders. These stakeholders are both internal/external clients: marketing, finance, principals, owners and their representative.

By fostering such relationships, your BIM Leader will understand the needs of your clients and hear first-hand the requirements of being able to compete in the industry. Creating such synergies will lead to a unique synchronized BIM vision; one that combines internal technology with external business strategy.

Roadblocks – Identify, understand and plan how to address your roadblocks. Those can be your clients, projects, processes and staff (production / management). When promoting new ideas remember to build a compelling case, most of the time individuals will fight advancement because of the unknown factor. The job of the BIM leader is once again to bridge the gap and open up the roadblocks.

Cost of BIM Leadership – Finally, yes, this is an overhead role, one that is very expensive. In the sense that it would cost organizations too much loss not to invest into. This role represents our true vested interest and maturity in BIM. To be clear, a BIM Leader is not a REVIT Manager.
MARKETING CONTENT

Assimilating BIM in your marketing content medium reflects your company’s attitude and commitment towards BIM. Business development and company qualifications material is considered dynamic medium that is frequently updated. As you update this material, be sure to think of ways to incorporate BIM in the mix depending on what services you are offering.

Before you begin updating this content, come-up with a marketing strategy as to how you will be promoting BIM.

Part of a Service – this method will incorporate BIM as part of a major service offered to your clients “sub-service”. You are utilizing it as a process and tool to accomplish and/or adhere to your client’s requirements. This service mainly leverages BIM as a technology & process during Design & Construction.

A Line of Business – through this model, you are offering BIM to be an independent line of service within your organization. It will continue to be interwoven within your projects; however, you are able to offer pieces of it as a specific scope depending on the needs of clients.

Once that decision is made, start looking at material and content that needs to be updated and/or created to reflect your BIM services. Be sure all of this material aligns with your vision statement, services offered and capabilities:

This initiative is an ongoing task, material will come from successful projects and will build over-time. The most critical aspect of this stage is meeting with marketing staff. You will need them to understand the following:

- What is BIM? How did it change your company and the industry?
- Why is this important and the consequences for not exhibiting BIM Capabilities within material.
CREATING BIM PORTFOLIO

This is your company’s BIM resume. Just like the rest of your credentials, and exhibits of qualifications it should shine to engage your clients. When creating a BIM portfolio, involve key-individuals within your organization and plan how you will present ideas, graphics and capabilities.

- Mediums include: Marketing Brochures | BIM Gallery of Images | BIM Case-Studies.
- Be sure to make your BIM Capabilities real – knowledge, skill and project expertise.
- Track number of users, percentage deployed and SF / Dollars designs and construction.
- Don’t oversell yourself. Your experience will reflect your true capabilities.
- Build material for: Showcasing BIM Expertise | What is & Why BIM? This material is needed for clients and owners that don’t understand the value of BIM.
- Build material with “cool” factor: Presentation slides, sequencing animations, etc…

USING BIM CREDENTIALS

The new credentials created will mainly act in one of two major categories helping you showcase to clients, team-players and internal employees the ability to expand on your design and construction expertise:

Support Material – added to RFP responses/provided as customer solicit for BIM expertise and services.
Internal Communication – utilize internally to educate staff, specifically project managers on the abilities of the firm to leverage and tap into when talking to customers.
Marketing Positioning – Target web-site, podcasts, press-releases and social media to broadcast to the industry your commitment to BIM.

EDUCATE CLIENT FACING STAFF

In our business, client facing staff, such as senior management and business developers, spend a great deal of effort establishing and fostering relationships with new / existing clients. They need to stay on top of new trends within the industry and understand BIM in order to speak the language and share the company’s future vision.

- Be sure they understand BIM services.
- Engage in high-level strategic BIM conversations.
- Recognize the impact of BIM on the industry beyond “3D”.
- Think out of the box to offer new services.
- Up-to-date on Vision and future of your BIM growth.

We are not promoting that such key-players get involved in technical aspects; they need to engage in far-reaching characteristics of BIM strategy and services at higher levels. This involvement will lead to positioning your firm to offer BIM guidance to your clients based on their needs and your expertise.
BIM RFPs & Customized Approach

Suddenly the term “BIM” appears on RFPs and solicitation documents. For you to initiate or respond to any type of BIM solicitation [described or not], you should understand the source and their level of BIM intellectuality. Many organizations make the mistake of thinking software when addressing BIM and not dissecting the scope contractually.

BREAKING DOWN RFP TYPES

AECO firms receive solicitations with scope synopsis in several forms, one of which is Request For Proposals encompassing BIM requirements. It is very interesting to observe how RFPs evolved over the past few years with varying BIM requirements. We will break down RFPs to three common flavors:

Generic – These RFPs can be very elaborative on everything they contain with the exception of BIM. We really can’t call this “scope”, perhaps a small paragraph called a sub-section or even a bulleted paragraph:

“… BIM will be required on this project as a means of preparing construction documents. All lead design teams and sub-consultant will collaborate on the same BIM model to produce drawings, shops and other components. Contractor will be responsible for maintaining BIM model throughout this process…”

- Vague BIM requirements.
- Lack of education regarding the process.
- Entity writing scope is not BIM knowledgeable.
- Such scope will make it difficult to address solicitation, offer services and plan labor – price adequately.

Technology – Focused mainly on the use of technology software within an RFP. This method leaves a large gap in defining other issues: process, integration, standards, workflow and other key-expectations.

“… 3.0 Building Information Modeling (BIM) – this RFP requires the use of BIM software technology on the specified project by the design/build teams and their subs. The use of Autodesk REVIT or Bentley BIM is acceptable with IFC interoperability among any and all software utilized … 3D content will be intelligent and could be used by owner for facility management integration…”

- Focuses on BIM as a technology to facilitate design/construction.
- Unrealistic expectation of software interoperability.
- Lack of guidance, directions and reason for utilizing BIM.
- Would create issues among team players – what software / standard to utilize.

Advanced – This method will elaborate on BIM scope at length. In some of these examples you would find complete “attachments” or exhibits with detailed requirements that cover:

- Standards & processes.
- Strategy plan – template to develop a project BIM execution plan.
- Software requirements for each discipline.
- Workflow processes and methodologies: Meetings, Clash-detection, take-offs and reporting.
- Model(s) Management procedures, content management and archiving.
BIM: A Marketing Effort

BIM RFPs & Customized Approach

ADVANCED EXAMPLE

The Department of Veteran Affairs on their website: http://www.cfm.va.gov/til/bim/BIMGuide/ exhibits a fantastic example of well thought out BIM requirements by offering the extreme other side of a generic approach to include a precise description of BIM scope and expectations all the way down to the clash detection trade colors. The following are some sections referenced through their website:

“3. BIM Management Plan (BMP): VA requires a BIM Management Plan (BMP) developed to provide a master information/data management plan and assignment of roles and responsibilities for model creation and data integration at project initiation. The BMP shall align the project acquisition strategy needs and requirements with the PFD, VA technical standards, team member skills, construction industry capability, and technology maturity. Through this process, the team members and VA project management shall jointly agree on how, when, why, to what level, and for which project outcomes BIM will be used.”

“4. BIM Roles and Responsibilities
4.1 Design Team BIM Manager
As part of the execution of the Design BIM Management Plan, the Design Team shall assign an individual to the role of Design Team BIM Manager. The individual shall have sufficient BIM experience for the size and complexity of the project and shall have relevant proficiency in the proposed BIM authoring and coordination software. The individual shall serve as the main point of contact with VA and the Design Team for BIM related issues…”

“5. Model Sharing
5.1 Design
a) The qualifications, experience, and previous success in BIM coordination of the Proposed BIM Manager and the Design Team shall be a part of the evaluation factors for AE selection.
b) The Design Team shall be responsible for providing a fully coordinated and assembled BIM in a collaboration software format (Navisworks or equal) as well as separate copies of each technical discipline model in the original software authoring tool, as well as a 2D plan set, derived from the assembled BIM, for contract bidding.”

“9. Technology Platform and Software”

<table>
<thead>
<tr>
<th>TYPE (These are general categories. Listed software can be used for more than one “Type.”)</th>
<th>SOFTWARE (no order of preference)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Planning/Preliminary Cost Estimates</td>
<td>VA-SEPS, Onuma Planning System (OPS), DProfiler, Tokmo, CodeBook</td>
</tr>
<tr>
<td>Authoring – Design (Architecture, Structural)</td>
<td>Revit Architecture, Bentley BIM, ArchiCAD, Tekla, Vectorworks</td>
</tr>
<tr>
<td>Authoring – MEPF (Engineering &amp; Construction)</td>
<td>ArchiCAD MEP, Revit MEP, AutoCAD MEP, Bentley BIM, CAD-Duct, CAD-Pipe, AutoSprink, PipeDesigner 3D</td>
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<tr>
<td>Authoring – Civil</td>
<td>Bentley Inroads and Geopak, Autodesk Civil 3D</td>
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<tr>
<td>Coordination (clash detection)</td>
<td>NavisWorks Manage, Bentley Navigator, Solibri Model Checker, Horizontal Glue, EPM Model Server, BIMServer</td>
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<tr>
<td>4D Scheduling</td>
<td>Synchro, Vico, NavisWorks Simulate, Primavera, MS Project, Bentley Navigator</td>
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<td>5D Cost Estimating</td>
<td>Innovaya, Vico, Tokmo</td>
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<td>Speclink-e, eSpecs</td>
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<td>COBIE</td>
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<td>Energy Analysis14</td>
<td>EcoDesigner, Ecotect, eQuest, Green Building Studio, EnergyPlus, Trane/Trace, DOE2</td>
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This elaborative 45-page BIM scope and guide delivered with RFPs in an attachment format, makes an ideal example of what BIM expectations should be like. Any type of company that wants to be involved with these types of proposals will have clear direction on expectations, yet must be able to match up and/or surpass the level BIM expertise demonstrated by the client or their BIM consultants.
BIM RFPs & Customized Approach

ADOPTING A CUSTOM APPROACH

By now you should have realize that in order to formulate a response and prepare for presentations you are required to understand what is it exactly that you are bidding on, what it entails and what are the client’s specific needs.

Custom Approach – Your response should always be customized and tailored to the needs of your clients. If your clients don’t know what they are asking for from a BIM perspective, this would be your opportunity to have an edge on your competition through guiding them as a BIM consultant and expert.

1) Study the BIM Scope:
   - Assess the requestors BIM maturity / knowledge levels.
   - Why are they requesting BIM and how does it relate to the project?
   - What are their expectations of BIM and do they understand the challenges?
   - Can your company achieve the work if granted the scope, if not, what’s your plan B?

2) Discuss with your Client:
   - If scope is generic and vague, ask questions through approved methods.
   - Offer guidance and suggestions, if applicable and welcomed.
   - Understand from the client their motive for using BIM: What is their BIM future like?
   - Use prospects to show your BIM expertise and open door for new service opportunities.
   - Brief the client on potential process or legal challenges they may not be aware of.
   - Educate your clients, If you don’t someone else will!

3) Writing your Response:
   - Marry your findings to develop a custom written approach around their scope.
   - Adhere to the requirements: put together an execution plan if required.
   - In your written response: showcase your BIM portfolio and capabilities.
   - Exhibit superiority in BIM arena by applying your credentials to the project needs.

As you customize your approach and deal with BIM requirements, you will find that some aspects of the scope do not meet your overall BIM Roadmap. This is why it is crucial that you create a BIM Roadmap with dynamic framework that is flexible such that your clients don’t have to settle for limited capabilities and deliverables. Your custom approach is a business philosophy not hand-cuffs.

Establish Templates – overtime, develop RFP and marketing templates that address different types of BIM approaches. However, those templates need to have the basics and should be custom-modified for each project depending on the dynamics of the client and their requirements.

LEGAL CONSIDERATIONS

In writing your BIM scope, there are several legal considerations. You should guide your legal team to update contracts and create content that deals with BIM scope, otherwise you are not protected.

- Roles / Responsibilities sharing BIM models and documents: Avoid conflict after the fact.
- Contractual agreements: workflow and deliverables, granularity of models / analysis information.
- BIM release-forms relieving you from any liability once your raw data been published to the public.
- Protect any proprietary content and standards | Set expectations/
- It is a myth that BIM will be used against you and don’t cling-on to your REVIT families.
BIM RFPs & Customized Approach

RFP RESPONSE EXHIBIT

[Company XX] will apply Building Information Modeling (BIM) capabilities to this project as a means of preparing a virtual building and producing construction documents. This will allow the design and construction team to leverage BIM’s benefits in process collaboration, design iterations, disciplines coordination and clash detections throughout the lifecycle of the project.

[Company XX] put together a solid BIM implementation strategy internally as well as externally on projects. We pride ourselves on completing a number of full discipline projects in a number of leading BIM applications each specializing in their own disciplines and fully integrating the content with Navisworks for clash detection and walkthroughs.

BIM is a process that fully redefines the project management cycle of construction projects. It allows for significant coordination between floor plans, elevations and sections allowing all parties involved to focus on the actual design and constructability of the project instead of coordinating drawings.

Project Approach

BIM is a new process and technology that requires full understanding of its’ associated variables and requirements. Our BIM leadership and background involves both the procedural and technological focus allowing us to provide a very unique solution that many in the industry are failing to deliver. This is to provide a good BIM experience that doesn’t reflect negatively on the project schedule and/or cost.

[Company XX] utilizes advanced methodologies and applications to deliver BIM projects each customized and tailored specifically to the request of our clients. Since BIM has varying implementation stages, we set the stage by understanding our clients’ goals of utilizing BIM for design and/or post construction to create a specific solution for the project.

Collaborating and working within a design / construction team utilizing BIM is key to the success of projects. We are able to work within the boundaries of teams with no BIM background providing direction and leadership or assisting in choosing a team that understands BIM as an evolution.

One of our areas of expertise in the BIM arena is providing coaching and development on BIM as a process in how it affects project cycles, collaboration and deliverables as well as technical support in responding to application specific questions, content management and/or future utilization of BIM products beyond construction for facility management opportunities.

Application Software & Process

[Company XX] will utilize Autodesk REVIT or Bentley BIM Suite depending on the required application for this project. During submittals, we are able to provide a BIM Model for internal / external coordination reflecting all disciplines to discuss design issues, conflict and resolution. We continue to push the envelope with BIM by utilizing intelligent data to extract schedules and bi-directional information.
Conclusion

Considering that many organizations are ahead of others in BIM, the playing fields are leveled for the most part. It is really up to you and your firm to position yourselves in this market as BIM leaders and experts. The software implementation alone is not enough; building a BIM capability and portfolio that is part of your brand, services and company’s DNA is a prerequisite. Only then you are able to compete in a tough market and not risk losing clients.

Establish a Vision Plan that strategically outlines Building Information Modeling as a business solution. Once this vision is established don’t be afraid to share it. Planning is one things, implementing and following through by committing to resources and finances is totally different.

Finally, throughout the process, keep gauging yourself against your competition in the market-place by breaking down the areas that matter the most to you. This will help you visualize your progress and understand how it impacts your ability of booking new work.

Gauge Your Organization – How your progress compares to others?

CREDITS / RESOURCES

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