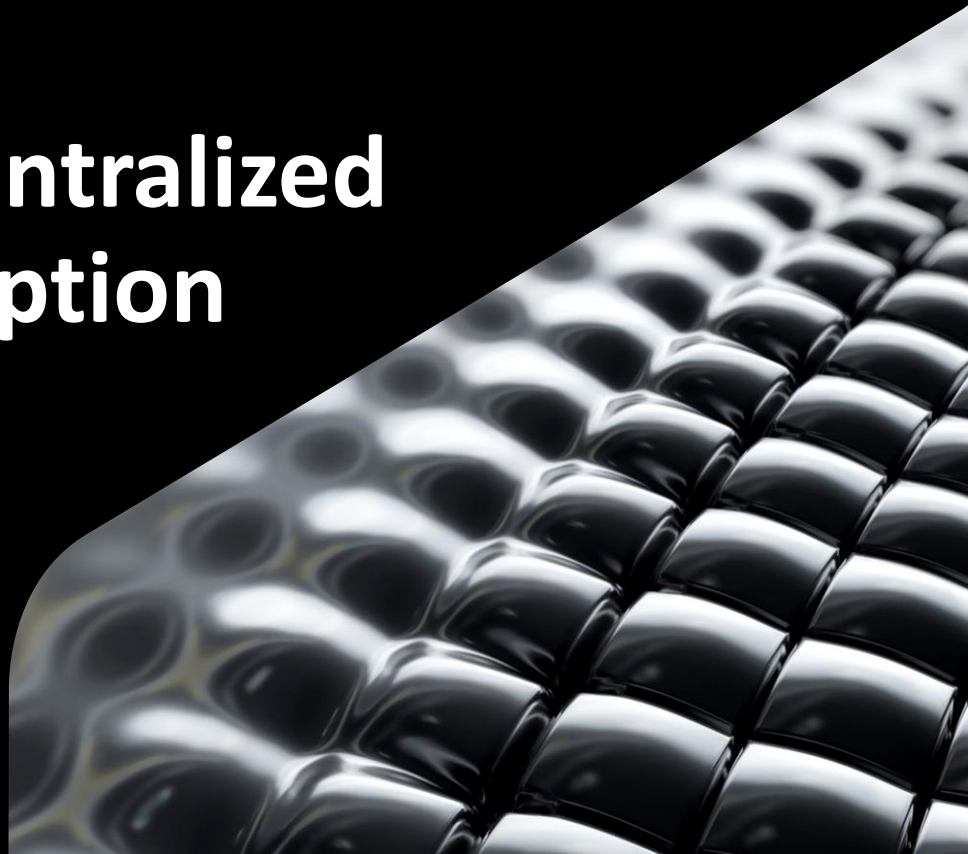


Innovative Change Management for Centralized Cloud Platform Adoption

CS501614

How to use a proven change management methodology in order to implement and adopt BIM 360/ACC as a new cloud platform

Jens Miedema MSc
Change manager VolkerWessels



Overview

- **VolkerWessels** – A brief overview
- **Challenges** – at sector, organizational, project and people level
- **Our Change** – BIM360 / ACC as cloud platform
- **Theoretical framework** – Change management and adoption in theory
- **Solutions** – Our adoption approach
- **Results** – Benefits & lessons learned

VolkerWessels

4 HOME MARKETS &
6 DIVISIONS


36%*
Construction &
Real Estate Development


21%*
United Kingdom


20%*
Infrastructure


13%*
Energy & Telecoms
Infrastructure


5%*
Germany


5%*
North America

* Percentage revenue



Revenue

€ 6.2 billion

2020: € 6.4 billion



Order book

€ 9.2 billion

2020: € 9.6 billion



Operating companies

130+



Skilled
professionals

~16,500



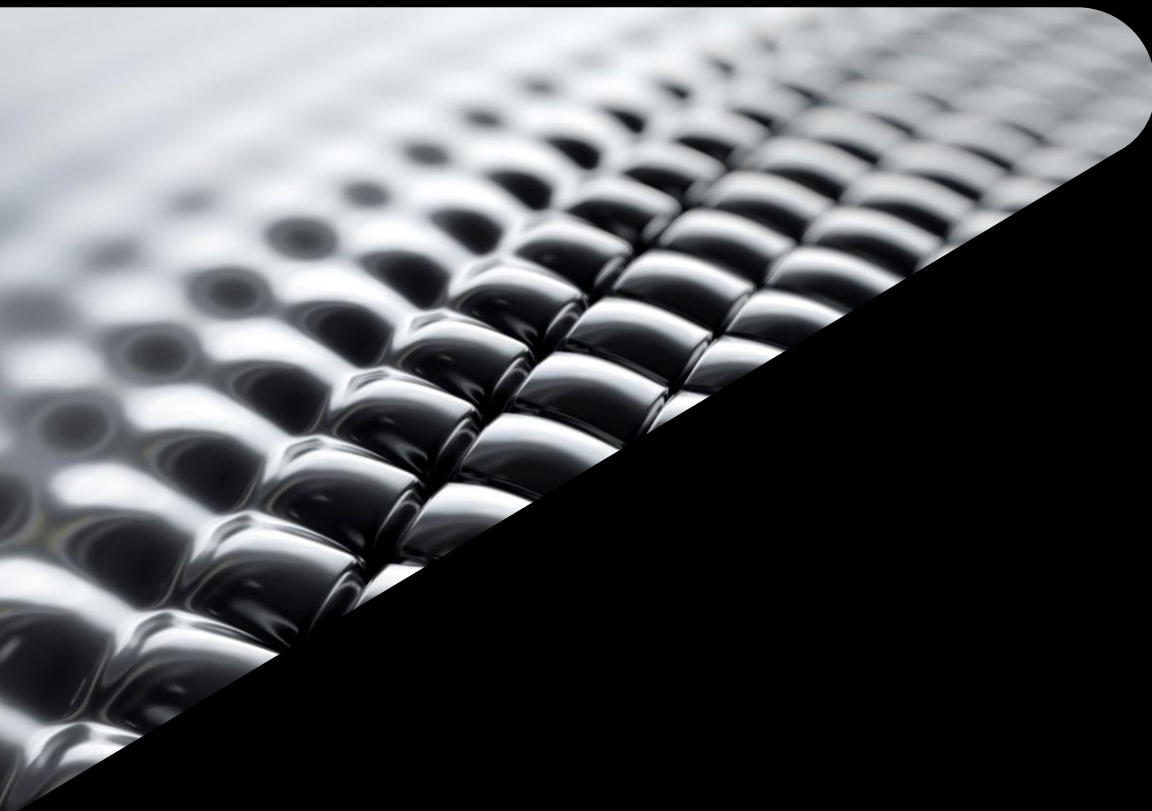
Clients

~7,000



Projects
per year

~25,000



Challenges

at sector, organizational,
project and people level

Challenges

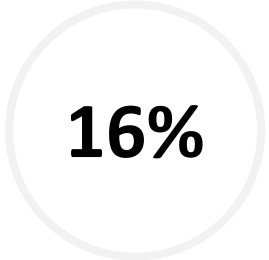
Digitization in the Dutch AEC-industry



5%

Failure costs

On the total project costs ¹



16%

**Potential Cost
reduction**

On the total life-cycle-
costs, due to digitization ²

***“The easiest way to
make money is stop
losing it”***



1%

**Productivity
growth**

Within the AEC-industry
between 1997 and 2017 ³

[1] ABN AMRO (2019) “Verspilde moeite”

[2] BCG (2015). “Digital in Engineering and Construction: The transformative power of building information modeling”

[3] McKinsey Global Institute (2017). “Reinventing Construction: A route to higher productivity”

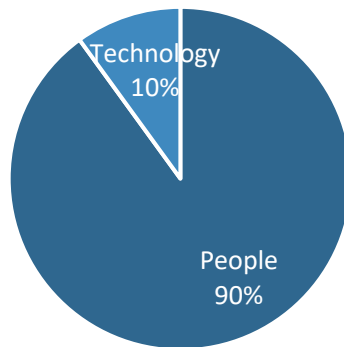
Challenges

An observation within our company and industry

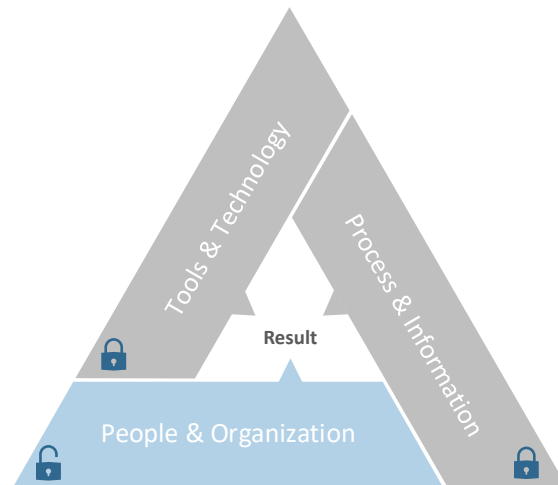


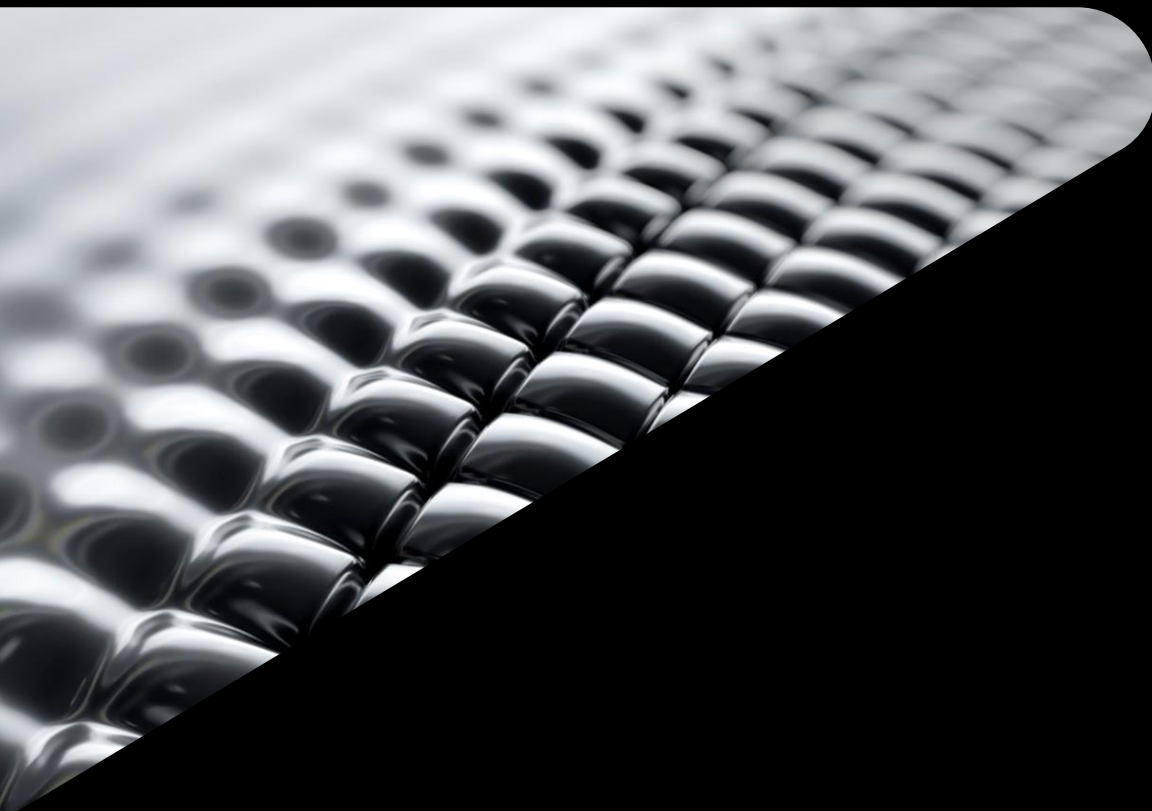
“Several tools have already proven their added value”
Information manager VolkerWessels

“VolkerWessels is not aware of the soft side of collaboration”
Information manager VolkerWessels



*Research by
Hardy*

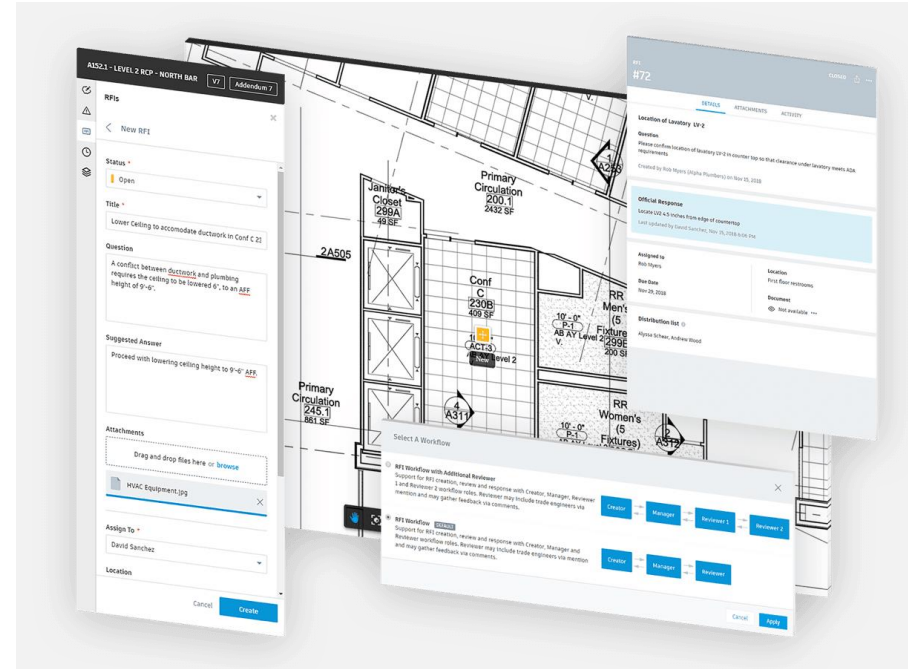
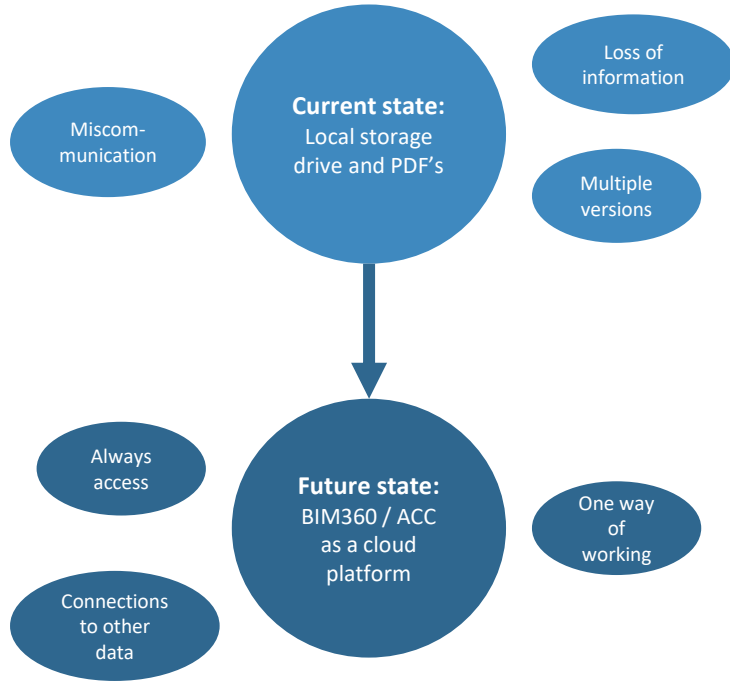




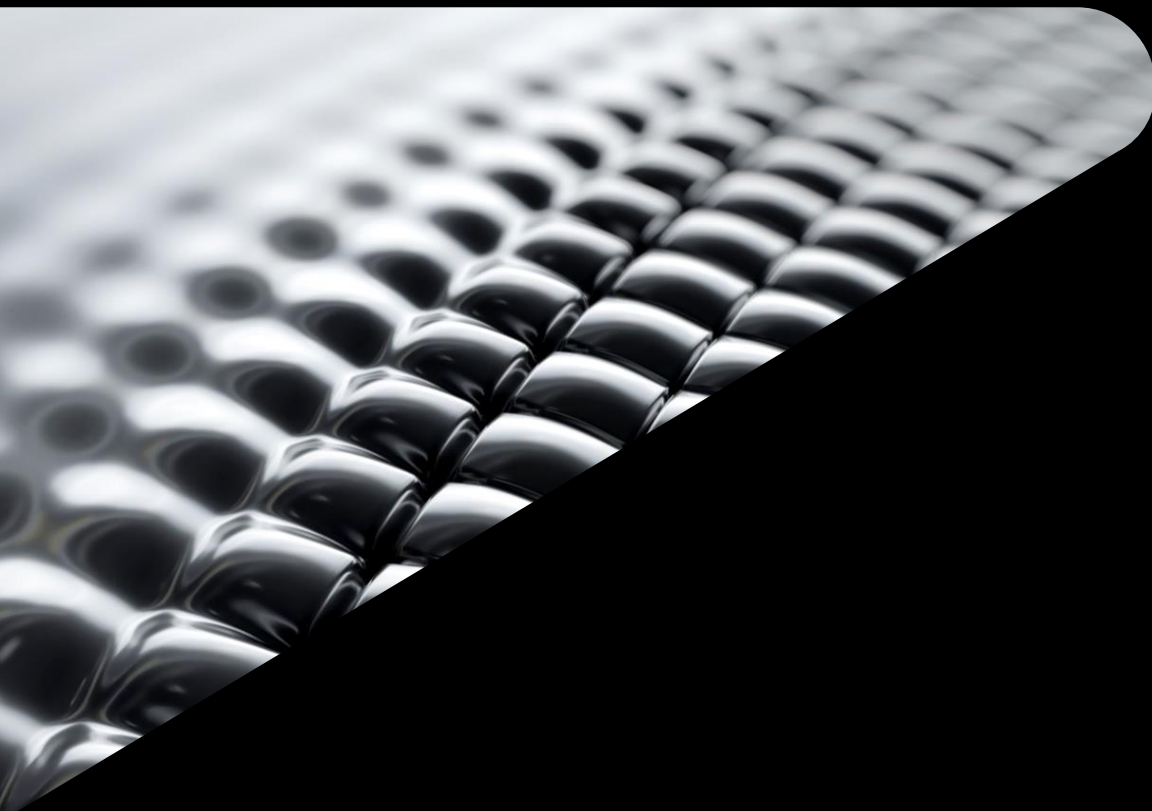
Our change

BIM360 / ACC as a Cloud platform

Our change



Autodesk.com



Theoretical framework

Change management and
adoption in theory

Primary reasons for applying change management



Increase probability
of project success



Manage employee
resistance to change



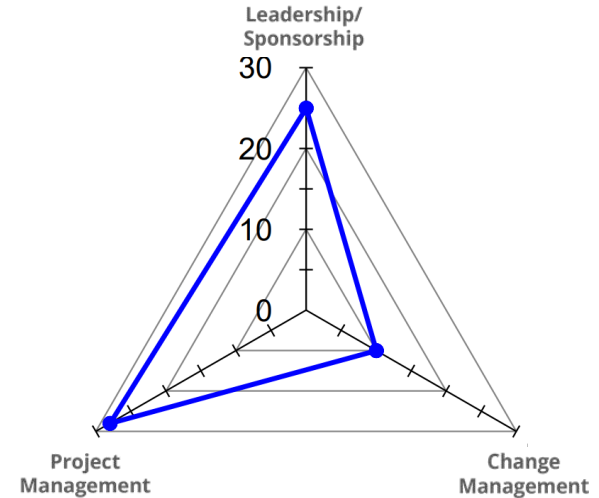
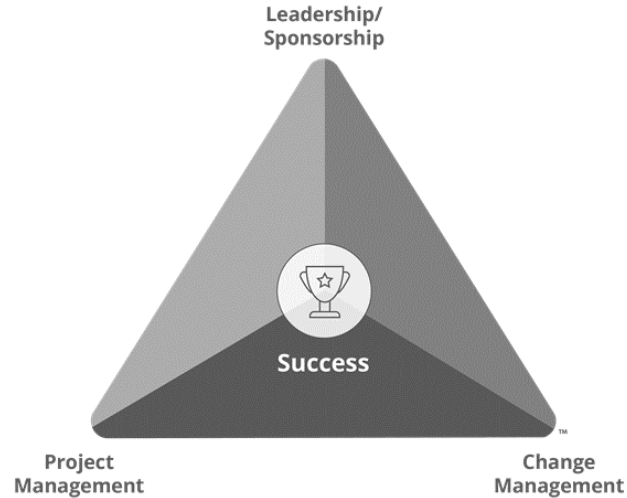
Capture people-
dependent ROI



Build change competence
into the organization

Theory of change management

Prosci PCT-model



The Prosci Change Triangle (PCT) is a trademark of Prosci, Inc. All rights reserved.

Theory of change management

The Five Building Blocks for Successful Change

A



D



K



A



R

Awareness

Change starts with understanding why

- What is the **reason** to change
- Why do we **need** this change
- What is the **risk** if we do not change

Desire

Change is about the willingness to change

- What's in it for me (**WIIFM**)
- A **personal choice**

Knowledge

Skills & competences

- **Understand** how to change
- **Training and learning** the skills

Ability

Being facilitated in order to change

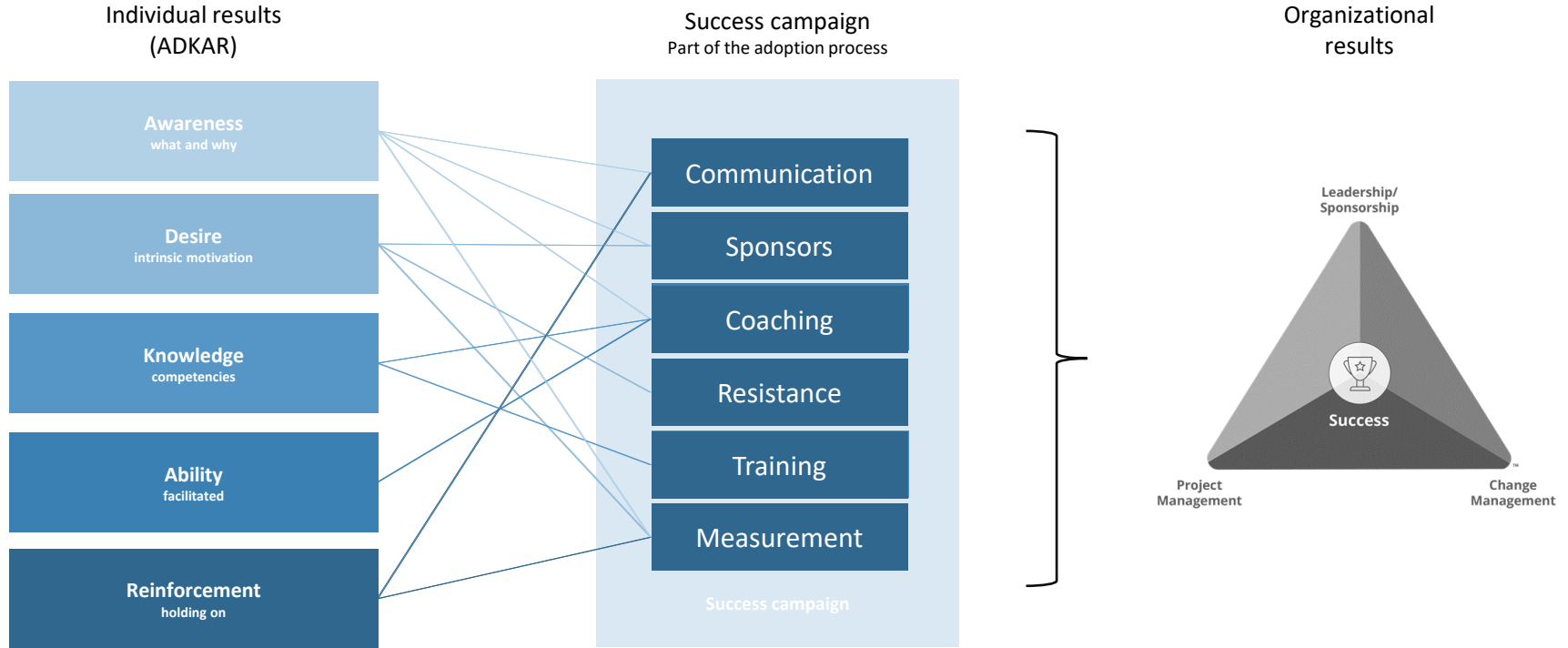
- Get the right **resources, knowledge, coaching,** etc. in order to change

Reinforcement

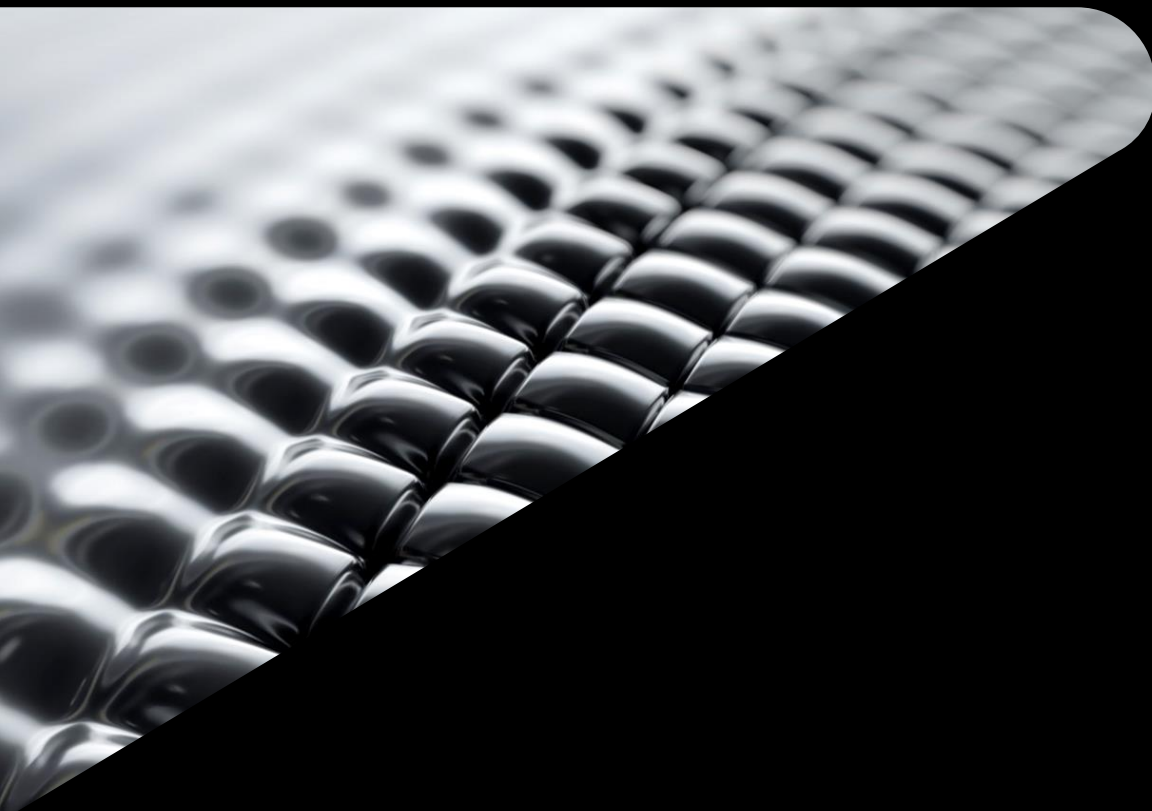
Holding on the change

- **Celebrate** successes
- **Get appreciation** of the desired behaviour

From theory to the adoption approach



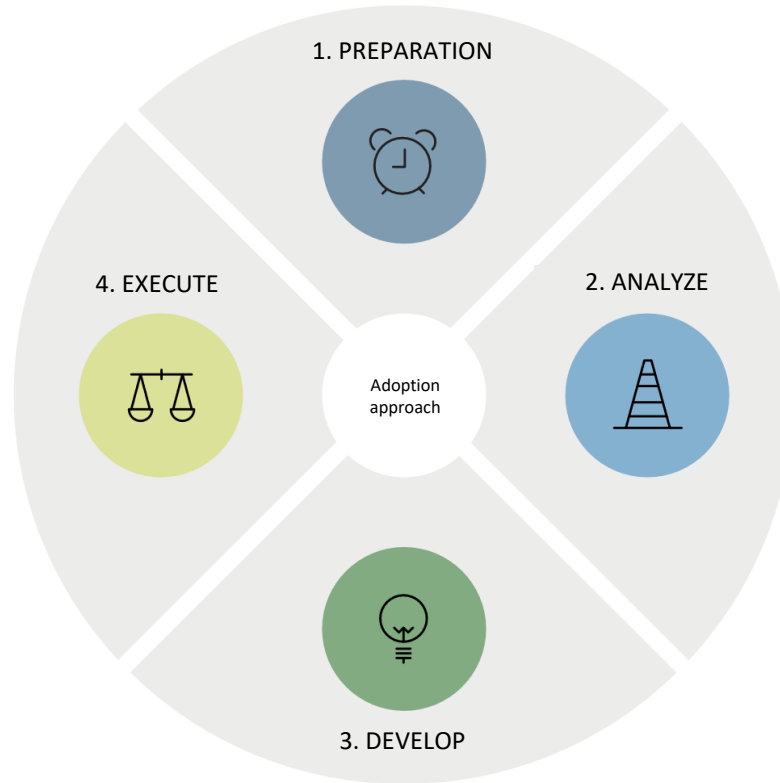
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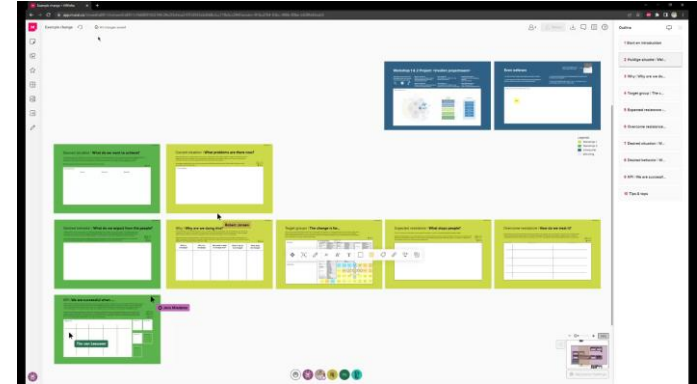
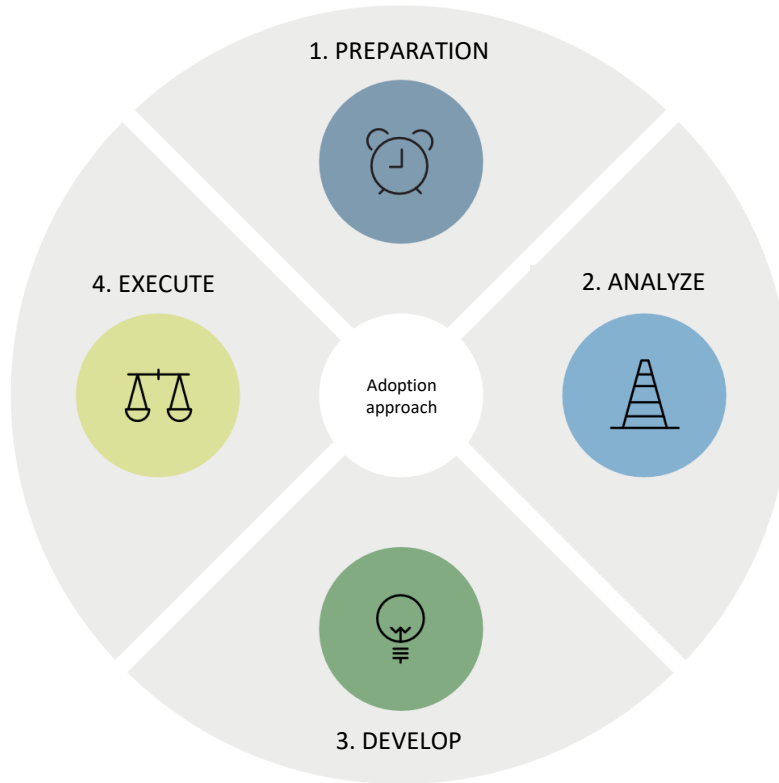
Solutions

Our adoption approach

From theory to the adoption approach

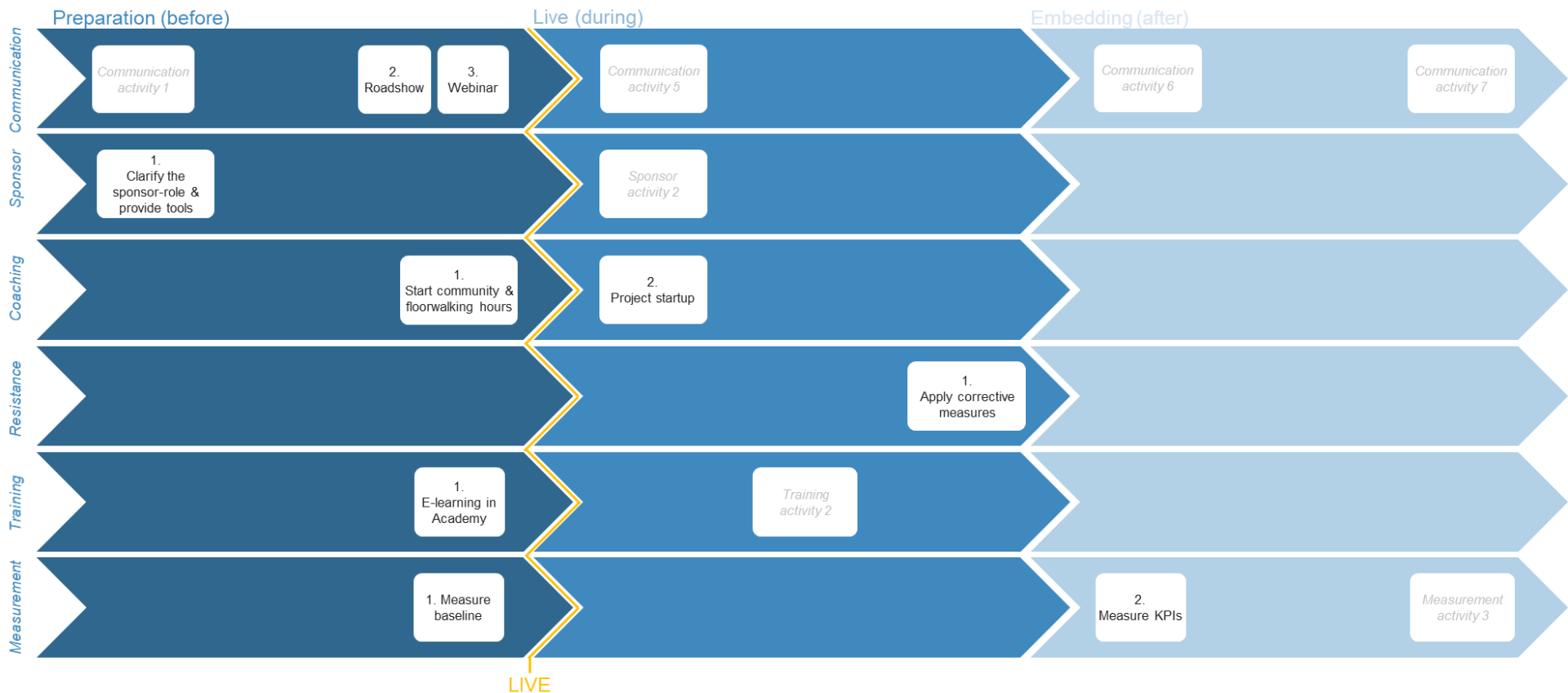


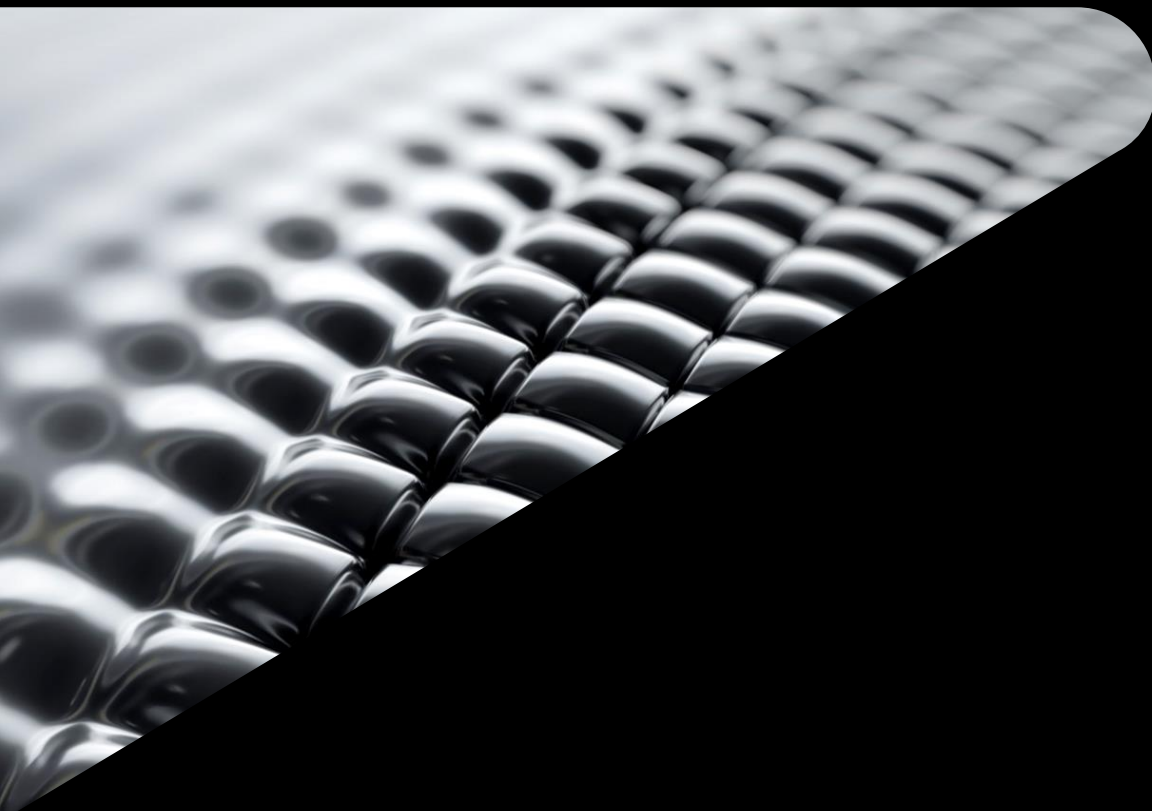
From theory to the adoption approach



Mural

Example of Success campaign





Results

Benefits & lessons learned

Qualitative results

One year after start of the program



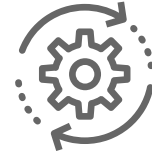
“A common approach with a clear explanation of what, when and why change is happening helped us to communicate and manage expectations with all stakeholders.”

Product owner – BIM360



“The adoption approach helped us communicate and manage expectations within my business unit as well as aligning with other stakeholders. We have been working with a clear end in mind.”

Business Change Owner – Change team



“All disciplines work in one platform and the entire team has access to the current models and properties. Possibilities as reviewing within BIM 360 saves the whole team a lot of time.”

3D-Modeller – VolkerWessels

Quantitative results

One year after start of the program



> 1700

Active users

Target 1500 users



> 400

Projects

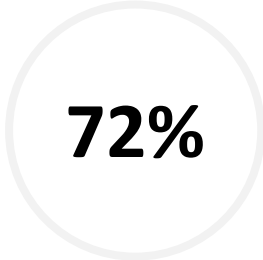
Target 150 projects



10%

Time optimization

Project- and design
manager related to
coordination & review



72%

Of users

Indicated that BIM360 had
a positive impact

Lessons learned



Issues of the day
at projects



Implementing at the start
up of a project



Be flexible with the
adoption plan

Wrap up

VolkerWessels – Challenges – Our change – Theoretical framework – Solutions – Results

Learning Objective 1

Create an adoption strategy using a proven change management method



Learning Objective 2

Conduct stakeholder analysis to identify your promoters, supporters, and critics



Learning Objective 3

Create a program of adoption activities in order to apply ADKAR to various changes



Learning Objective 4

Adopt tooling on complex projects with speed, efficiency, and success with up to 10% increase in productivity



***“Speed of change is the driving force.
Leading change competently is the only answer.”***

John Kotter, 2012

