Defining and delivering a digital strategy in a large organisation

Andy Boutle
Kier Construction

2000 people

North & Scotland

Strategic Projects

Western & Wales

Southern

Strategic frameworks & alliances

Midlands

Eastern

London & South East
Where we started in 2019

Digital Transformation Team

Strategy and performance director
Head of BIM
Digital transformation manager
Where we started in 2019

**Digital Strategy – 2019 Priorities**

Kier Regional Building

- Document Management
- Building Information Modelling
- Digital Site Forms
- Integrate BIM & technology to improve H&S
- Validate & verify construction

Data Management Strategy
Where we got to in 2019..

Business Units
“how and who?”

Digital Transformation Team
“respond and deliver priorities?”
Core team restructure in 2020

Digital Transformation Team
- Strategy and performance director
- Head of BIM
- Digital transformation manager
- Head of IT

Senior Management Team
Group managing director & managing directors

Sponsor
Managing director
Reinvigorated approach in 2020

- MD’s surveyed
- Digital Requirements Defined
- Call for Champions/Launch
- Gather our network of people
Workstreams formed to deliver requirements

**Digital Requirements – workstreams**

1. Building information modelling – led by Andy Boutle
2. Internal document management system – led by Peter Banner
3. Project performance reporting – led by Richard Davis
4. Business performance monitoring – led by Richard Davis
5. Safety, quality and progress monitoring – led by Louise Dawes
6. Agile working supported by Office 365 – led by Peter Banner
7. People – led by Louise Dawes & Andy Boutle
Terms of reference agreed

Digital Transformation Team

The Digital Transformation Leadership Team are committed to driving business wide improvements across the Construction Division in a collaborative and cohesive manner. We will facilitate and lead workstreams identified within the digital strategy by engaging with nominated Digital Champions and Discipline Champions to help deliver outcomes. We will do this by being:

- Collaborative, supportive, transparent (trusted), focused

Digital Champions

The nominated Champion will have a passion to support, contribute and lead digital ways of working in their business. They will be the key point of contact into each business with an established network of contacts who will be able to contribute, feedback, trial and test the outputs from the Digital working groups.

- Attend meetings, communicate consistently, work as part of a team, liaise with SLT sponsor
Digital champion posters published

Digital Champion Hannah McIlroy

I'm delighted to accept the role of Digital Champion within the North & Scotland region and look forward to continuing to support our colleagues and lead digital ways of working within the business.

Digital Champion Craig Mason

I am pleased to be appointed as a Digital Champion for the Construction Digital 2018-2023. They will facilitate and drive digital transformation efforts and be responsible for communicating this to our stakeholders.

Digital Champion James Franklin

Transformation Team:

Digital by Default

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[Image of digital champion posters]
Champions network mobilised

**Phase 1:**
Digital Champions and SLT Sponsor in place per Business Unit

**Phase 2:**
Discipline Champions identified and engaged per Business Unit

- BIM
- Bid Management
- Design Management
- Planning
- Commercial
- Operational
- SHE
- Quality
- Document Control
Communications and use of Teams

Teams

Construction Digital Strategy 2020-23

General
1. BIM
2. Internal Document Management
3 and 4. Reporting
5. Safety, Quality Progress Monitoring
6. Agile Working
7. People
Champions
Presentations and reporting
Requirements, plans, risk register

Yammer

Kier Construction Round Up
Your news and highlights

Digital Construction
Conversations About Files Events

Digital Construction
Kier Construction
Data Science
All Company
Corporate Responsibility Net...
Latest progress highlights

Building information modelling
✓ Preferred model viewer software selected for final testing
✓ Shortlisted CDE solutions scored with a choice of two options ahead
✓ ISO 19650 migration planning is underway

Internal document management
✓ Initial plan produced
✓ Fileserver estate audit completed
✓ Microsoft consultation for best practice

Project/business reporting
✓ Structure for Exec dashboard agreed
✓ New data architecture and tools to support development of dashboards are well advanced

Safety, quality & progress monitoring
✓ Progression with digitising SHEMS to set permits mandated through current field application
✓ Kick off meetings held with discipline champions gathering information to set a programme of activities
✓ Field application capabilities being developed

People
✓ Discovery meeting with Head of HR
✓ Agreement that updates are required to role profiles/job specs
Building information modelling – 6 month lookahead

BIM is a combination of process, standards and technology through which it is possible to generate, visualise, exchange, assure and subsequently use and re-use trusted information, including data, to the benefit of all those involved in any part of an asset's lifecycle.

Digital requirement outcomes:
1. Standardised software stack
2. ISO 19650 alignment
3. Minimum standards (BAU)
4. Setting out from models
5. Validation of ‘as built’

Lead: Andy Boutle

Activity in discovery phase at November 2020: Exploring, discussing and planning
Activity in design phase at November 2020: Defining, developing and agreeing
Activity in implementation phase at November 2020: Deploying, testing and embedding
Challenges to date

• Time input and allocation
• Prioritising digital strategy activities against ‘day job’ commitments
• Cascade of communications within business units
• Accurate planning due to dynamic nature of developing workstreams
• Consistent monitoring and interaction with Teams
Recommendations and lessons learnt

- Business leadership understanding and buy in – essential
- Network of champions across all disciplines – critical
- It’s not all about technology – fact
- Planning and regular reporting – recommended
- Accept rigid deadlines may have to be more dynamic – fact
- Work out priorities and don’t try to ‘boil the ocean’ – recommended
- Form a risk register to escalate issues and blockers – recommended
- Define required capabilities before procuring software – recommended
- Communicate, communicate, communicate – essential
- Don’t forget people are the most important ingredient – fact
Thank you, Q&A