

Methodology for cost-benefit analysis for the use of BIM in public tenders

Calculating Costs and Benefits for the use of Building Information Modelling in Public tenders

Presentation of the CBA Methodology



## **BIM in Public Construction**



**BIM** is not obligatory, but it is **suggested** in the **EU directive** for Public Procurement in 2014\* The Commission is encouraging the use of BIM through "**soft policy**" and close collaboration with the EU BIM Task Group\* The Commission will provide a **recommendation** to promote BIM in public procurement for construction\*

EISMEA has set up a tender to develop a methodology for cost-benefit analysis for the use of BIM in public tenders

\* DG GROW, The Renovation Wave



## **Project Details**



- Title: Methodology for cost-benefit analysis (CBA) for the use of Building Information Modelling (BIM) in public tenders
- Contract No.: GRO-SME-20-F-101, EASME/2020/MV/0001
- Starting Date: 1<sup>st</sup> September 2020
- Duration: 9 months
- Main Contractor: RINA Consulting S.p.A. (Italy)
- Sub Contractors: B1P Group (Italy)
- Funded by: European Commission (COSME Program)
- Advisory Group: EISMEA, DG GROW and EU BIM Task Group



## Why a CBA Methodology?



# BIM is a critical driver in the digitalisation of the construction sector in Europe. To foster its adoption...

...it is necessary to develop a consistent and replicable methodology for estimating BIM's concrete impact on public tenders





## **Target Groups of the CBA Methodology**



Public policy makers involved in the development of policy for infrastructure or construction sectors



National or local public clients/procurers primarily concerned with service procurement

Operators responsible for the ongoing management and operation of the built asset or environment



## **Main Objectives**





### **OBJ 1 - Cost-Benefit Model development**

the creation of a model that measures the costs and benefits of using BIM in public construction projects, taking into account expenditures, revenues and non-monetary benefits



### **OBJ 2 – Model validation and case studies**

the validation of the CBA model, demonstrating its relevance and practical applicability through six case studies representing various types of projects



### **OBJ 3 – Handbook creation**

the drafting of an informative and easy-to-consult handbook addressed to EU public entities who want to learn more about this analysis model







### Desk research phase

Identification of **existing models** of measuring costs and benefits in using BIM in public contract or construction works in general

Definition of **monetary and nonmonetary indicators** on the use of BIM and their weightings

## **Consultation phase**

- Online survey addressed to 122 public entities at different administrative levels
- (national, regional, local)
- 40 interviews with public entities at different levels (ministry, agency,
- municipality)

### **Development phase**

Developmnt of a methodology and Cost-Benefit Analysis (CBA) tool for measuring the costs and benefits (both monetary and non-monetary) of using BIM in public construction projects

## **Desk research – Literature Review (1/2)**

- **Five main scientific papers** were selected to provide valuable information on other past cost-benefit analysis experiences
- Seven additional literature sources were examined in order to define a suitable list of indicators for capturing the most significant costs and benefits for the adoption of BIM in public tenders
- The key elements which emerged from the analysis of each resource were fundamental for the **identification of indicators** that a consistent CBA should involve









## **Desk research – Literature Review (2/2)**

- The literature review results have been reinterpreted considering the public clients' perspectives
- The research underlined that both a comprehensive database of BIM adoption experiences and a common baseline for evaluating BIM implementation impact are still missing













### **Desk research – List of Indicators (2/3)**

INDICATOR	MEASURABILITY AND COMMENTS
Savings associated with lower risks (enhanced certainty)	This value is an advantage for the enhanced certainty in expenses. After careful consideration, this benefit was excluded from the CBA as it does not reflect the condition of a large set of public clients across Europe
Savings realized in FM and maintenance activities	Savings made through BIM adoption in the operations phase (once the asset has been completed) are often referred to as those largest in size and being realised over a longer period of time
Savings associated with lower number of litigations	These last two items are event-related benefits whose quantification is strictly dependent upon the occurrence of an event, e.g., a litigation, a claim or an accident,
Savings related to better H&S	and the associated costs of settling the individual negative issue
Enhanced communication and collaboration	These are the most mentioned benefits connected to BIM adoption and cited in the majority of literature sources reviewed. This indicator was excluded from the CBA, as a credible universal estimate of this advantage in monetary terms could not be calculated, especially considering the 'ex-ante' nature of the analysis provided by the CBA methodology



**BENEFITS** 

OBJ 1 - Cost-Benefit Model development		
€ costs	Desk research – List of Indicators (3/3)	
INDICATOR	MEASURABILITY AND COMMENTS	
Hardware related investments		
Software related investments	These three investment items were mentioned in various resources as the most relevant expenses associated to BIM adoption	
Training related expenses		
Design phase cost/ BIM model creation	This cost is associated with the BIM model creation expenses which are charged to the public entity	
Consulting costs	This expense appears to be significant (especially in the early stages of BIM adoption)	





### **On-site data collection**

For accurately quantifying the indicators assessed through the literature review, an **online survey** was distributed to a list of public contractors and **telephone interviews** were conducted with selected stakeholders



Countries involved in the surveys and interviews







## Interviews

- **40 interviewed stakeholders** (public authorities, national companies, research institutes and universities
- individual and semi-structured interviews to identify costs, benefits, strengths and weaknesses of using BIM



**BIM adoption** in public procurements is a **very long and complex process**, more related to a **deep cultural change** towards digital thinking rather than simply the introduction of new software and hardware to support the regular work







Interviews









	STRENGTHS	WEAKNESSES
ERS	Improvement in management and coordination	Few or no benefits at the beginning
BIM ADOPTION IN PUBLIC TENDERS	Improvement in maintenance activities - operation phase	Low productivity and additional effort required
PUBLIC	Reduction of contingencies through improvement of clash detection and quality check	Specific knowledge and expertise required
	Improved time management and efficiency in time scheduling	High costs of adoption
DOPTI	Improvement in costs estimation and information management	Complexity and lack of flexibility
BIM A	Reduction of total projects' costs	Interoperability issues
	Improvement in projects' quality	

 $(\neg$ 





**BIM ADOPTION IN PUBLIC** 

## **OBJ 1 - Cost-Benefit Model development**



	OPPORTUNITIES	THREATS
S	Regularisation and streamlining of the national AEC procedures	Lack of a clear regulatory framework and incentives for adoption
TENDERS	Digitalisation of the aec sector	Cultural and procedural obstacles
Ë	Specific studies on and analyses of costs and benefits associated with BIM	Monopoly of certain software companies
	Development of a clear regulatory frameworks and introduction of incentives	High costs of adoption





- Initial costs of starting to use BIM are higher than the immediate benefits gained
  - Estimate of return of investment associated with BIM adoption can be assessed only after several years

AVERAGE COSTS FOR BIM ADOPTION			
Training costs (cost/person)	Software licenses costs - modelling & verification (person/year)	Hardware costs (cost/person)	Total costs (cost/person considering the first year of adoption)
5 - 8 k€	8 – 10 k€	2 - 3 k€	15-20 k€







Research Institute

University

State-owned company

- Invitation sent to +500 stakeholders
- 122 completed questionnaires



ONLINE SURVEY







### BIM maturity level distribution of the sample



- BIM maturity level 0
  BIM maturity level 2
- BIM maturity level 1 BIM maturity level 3
- ONLINE SURVEY







### Project phases in which BIM is mostly employed by public procurers























### BIM adoption associated benefits for each phase











OBJ 1 - Cost-Benefit Model development		
COSTS Indicators	s on the CBA Tool	
Public entity personnel labour cost increase during pre-tendering phase		
Public entity personnel labour cost increase during tendering phase	Costs related to lower productivity and additional effort required	
Public entity personnel labour cost increase during post-award phase		
Increased cost for consulting services to the public procurement process		
BIM modelling activity cost		
Public entity hardware upgrade investment		
Public entity annual software license fee	BIM related investment costs - share allocated to the specific project	
Personnel training costs		
BIM coordination cost		





BENEFITS

## Indicators on the CBA Tool

Cost reduction due to early clashes and errors detection with subsequent reduction of changes necessary during construction phase

Cost reduction associated to more precise quantity take-offs

Cost reduction related to lower costs for claims/litigations

Time savings in design and construction phases and associated project duration reduction

Public entity personnel labour cost reduction due to faster document analysis for facility management and maintenance

Cost reduction associated with more efficient annual maintenance

Cost reduction attributable to the government/society due to better Health & Safety

CO<sub>2</sub> emission reduction due to reduced material wasted



### Approach 1 used to obtain the values of the following indicators

- public entity personnel labour cost increase during pre-tendering phase
- public entity personnel labour cost increase during tendering phase
- public entity personnel labour cost increase during post-award phase
- increased cost for consulting services to the public procurement process







## Approach 2 used to obtain the value of BIM modelling activity cost





## Approach 3 used to obtain the value of BIM related investment costs

#### **User's input**

Number of employees involved in BIM related activities needing to attend training and/or start to use BIM-related software Average number of projects per year that adopt/will adopt BIM in case of organizations without prior experience with BIM

#### **CBA Tool database**

#### Hardware upgrade investment

- Combination of the two user's input to obtain the number of employees affected by BIM introduction assigned to each project
- Combination of the previous result with the average hardware upgrade cost per employee extracted from the survey

#### **CBA Tool output**

Hardware upgrade investment allocated to the project Considering an average cost per employee applied on every project





## Tool for calculating the costs and benefits of adopting BIM in public tenders







## Case Studies

- Practical usage of CBA methodology demonstrated through the analysis of the six case studies
- small-scale infrastructures and buildings of various budgets and covered various phases of the life cycle (e.g., design, planning, construction and operation)



Location of 6 case studies







## **Case Studies Objectives**

- Supporting the development of the CBA tool by providing useful information on the definition of the ad hoc database estimating the time and the cost of the BIM modelling activity and feeding the dataset underlying the CBA tool
- Validating the usability of the CBA tool with respect to the two BIM maturity levels considered (level 1 and 2)





## **OBJ 2 – Model validation and case studies**

#### Construction of a a sport centre



Renovation project for a public building



Maintenance and renovation project of a road

Public administrative building construction





New residential building construction project





B1P CROUI







## **Case Study 1: Construction of a sport centre**



Asset Category	Building
Project category	New asset construction
Document phase	Detailed design
BIM maturity level	0
Estimated investment	Less than 1 million €
Gross Floor Area	Less than 1500 m <sup>2</sup>







## Case Study 2: Maintenance and renovation project of a road



Asset Category	Infrastructure
Project category	Work on an existing asset
Document phase	Detailed design
BIM maturity level	0
Estimated investment	Between 10 and 15 million €
Infrastructural asset surface	About 40,000 m <sup>2</sup>






## Case Study 3: Works on an existing port with new ancillary buildings



Asset Category	Mixed
Project category	Work on an existing asset
Document phase	Basic design
BIM maturity level	0
Estimated investment	Between 1 and 5 million €
Infrastructural asset surface	Less than 5600 m <sup>2</sup>







## Case Study 4: Renovation project for a public building



Asset Category	Building
Project category	Work on an existing asset
Document phase	Detailed design
BIM maturity level	1
Estimated investment	Between 15 and 20 million €
Gross Floor Area	Less than 5000 m <sup>2</sup>







### **Case Study 5: Public administrative building construction**



Asset Category	Building
Project category	New asset construction
Document phase	Detailed design
BIM maturity level	2
Estimated investment	Between 40 and 45 million €
Gross Floor Area	About 6000 m <sup>2</sup>







### **Case Study 6: New residential building construction project**



Asset Category	Building
Project category	New asset construction
Document phase	Basic design
BIM maturity level	0
Estimated investment	Between 1 and 5 million €
Gross Floor Area	Less than 2600 m2















CONTENTS

# **OBJ 3 – Handbook creation**





B1P GROUP

	Introduction	1
.1	Construction sector, Sustainability and BIM	2
.2	Purpose of this handbook	4
.3	How to use this handbook	5
.4	Target groups	6



CONTENTS

# **OBJ 3 – Handbook creation**



#### 1 Introduction 1.1 Construction sector, Sustainability and BIM 1.2 Purpose of this handbook 1.3 How to use this handbook 1.4 Target groups Where are we now? Background analysis 7 2 2.1 BIM and public sector stakeholder needs 8 2.2 Literature review 0 2.3 On-site data collection: interviews and online survey 11 results IS BIM COST-effective for public entities **Development of Cost-Benefit Analysis tool** 3.1 Approach: CBA, BIM and public authorities 16 3.2 Methodology: model for identifying and measuring potential 17 costs and benefits 27 3.3 Guide: step-by-step procedure to simulate cost-benefit analysis 33 4 How to practice the CBA tool? Validation through tender examples 4.1 The validation of the cost-benefit analysis tool 35 4.2 Tender example 1 - Conversion of an old building in a sport 36 centre 4.3 Tender example 2 - Maintenance and renovation project of 40 a road 4.4 Tender example 3 - New port construction project 44 4.5 Tender example 4 - Renovation project for a public building 48 4.6 Tender example 5 - New public administrative building 52 construction project 4.7 Tender example 6 - New residential building construction 56 project 5 Conclusions 61 6 Abbreviations 63

2	Where are we now? Background analysis	7
2.1	BIM and public sector stakeholder needs	8
2.2	Literature review	9
2.3	On-site data collection: interviews and online survey results	11





CONTENTS

# **OBJ 3 – Handbook creation**

3



16



3	Is BIM cost-effective for public entities?	15
	Development of Cost-Benefit Analysis tool	

- 3.1 Approach: CBA, BIM and public authorities
- 3.2 Methodology: model for identifying and measuring potential 17 costs and benefits
- 3.3 Guide: step-by-step procedure to simulate cost-benefit 27 analysis





# **OBJ 3 – Handbook creation**





4	How to practice the CBA tool? Validation through tender examples	33
4.1	The validation of the cost-benefit analysis tool	35
4.2	Tender example 1 - Conversion of an old building in a sport centre	36
4.3	Tender example 2 - Maintenance and renovation project of a road	40
4.4	Tender example 3 - New port construction project	44
4.5	Tender example 4 - Renovation project for a public building	48
4.6	Tender example 5 - New public administrative building construction project	52
4.7	Tender example 6 - New residential building construction project	56





## **OBJ 3 – Handbook creation**



61





# Step-by-step procedure to simulate costbenefit analysis





#### The guide is organized in two sections:

- A. Inputs required by the Cost-Benefit Analysis (CBA) tool
- B. Outputs obtained



# **Inputs Required by the CBA tool**

BIP CROUP



# **Outputs Obtained from the CBA tool**

#### The Results sheet (BIM Level 1&2)





The 'Results' sheet shows the overall results of the application of the cost-benefit analysis on the adoption of BIM in your project both for BIM maturity level 1 and 2. The five indicators that are computed according to the level of BIM maturity are:

the Benefit-Cost Ratio

- the Net Present Value (NPV)
- the Economic Benefit-Cost Ratio
- the Economic Net Present Value (ENPV)

Additionally, the BIM direct expenses (model costs and coordination costs) are displayed along with the Economic Benefit-Cost Ratio and the Economic Net Present Value (ENPV) associated with each phase of the project (planning & design, construction, and operational and maintenance).

It must be highlighted that in the BIM level 2 section, there is no cost associated to the modelling activity.

#### Benefit Cost Ratio / Economic Benefit Cost Ratio



These indicators describe the relationship between the benefits and the costs associated to the adoption of BIM in the project. When their values are higher than 1, it means that the advantages (expressed in monetary terms)

of using BIM in the project outweigh the cost of its implementation.

#### Net Present Value / Economic Net Present Value



These indicators are used to evaluate the profitability of an investment over a period of time. In the case of BIM, the profibability is expressed as a schieved savings. The higher are these indicators values, the more "profitable" (in terms of financial savings and socio-economic benefits) is the adorbito of BIM in the project. The ENPV includes in its and socio-economic benefits).

and socio-economic benefits) is the adoption of BIM in the project. The ENPV includes in its computation social and environmental benefits while the NPV does not.

# Description and explanation of the:

- Benefit-Cost Ratio
- Net Present Value
- Economic Benefit-Cost Ratio
- Economic Net
   Present Value

Presentation of all the features of the CBA sheets (e.g. switching on and off the cost and benefits indicators)

#### The CBA sheets (BIM Level 1&2)



For each BIM maturity level, the tool performs a cost-benefit analysis on the use of BIM for the specific project (for which the user has provided information on the Inputs sheet).

For each BIM maturity level, there exists a sheet where eight benefits and nine costs are listed. Both costs and benefits are entered for the three typical project phases:

the design and planning (up to 5 years)

- the Construction (up to 10 years after the design phase)
- the Operation and Maintenance phase (20 years after the construction phase)

The values included in the CBA are automatically computed and allocated starting from the information entered in the Input sheet.

On the top left of the page, the user can select which phases should be displayed ('Planning and Design', 'Construction', 'Operation and Maintenance' or 'All phases').

Subsequently, you can find the Free Cashflow that the tool computes and on the basis of which the following indicators are calculated:

- Economic Net Present Value
- Actualized Economic Benefits
- Actualized Economic Costs (Actualized Costs)
   Economic Benefit Cost Ratio
- Economic Bene
   Vield

Yield

NOTICE that the Discount Rate, set at the standard value of 4%, is the unique value that the user can change in the excel sheet, according to the characteristics of the project.

- By scrolling down the page, you will see displayed the ENPV, the Economic B/C Ratio and the associated Free Cashflow for each of the three phases
- By scrolling down even further, you will see displayed the financial aspects inherent to the three phases of the project







# **OBJ 3 – Handbook creation**



No particularly relevant solutions are foreseen from a technological, architectural or structural point of view. The creation of a BIM model is required in order to extract the drawings and the Quantity take-offs (QTO) from it.

Example of 3D BIM model required: detailed design representation of structural element

	Does your organisation have previous experience with BIM?	No
	In how many projects per year, on average, might BIM be adopted?	6
	Project category (New asset construction / Work on an existing asset)	Work on an existing asset (No BIM model available)
NQ	Cost of planning (including design) (€)	106800
	Cost of construction (€)	1068000
5	Number of years for construction	2
1	Number of years for planning and design	1
GENERAL INFORMATION	Number of employees that might be involved in BIM activities in case BIM is implemented in projects	12
	Gross Floor Area (m <sup>1</sup> )	1680
2	Value of the annual maintenance costs of the project asset	32172 €
PRELIMINARY	BIM coordination is carried out Internally/externally?	Externally
•	Average annual salary of an employee of your organisation (4)	15781
	Is a Common Data Environment (CDE) going to be employed in the project?	Yes
	Indicate the inflation rate for the project period (%)	2
	LOD Required in the tender (200/350/450/500)	2 (350)
	Asset Category (Infrastructure/Building/Mixed)	2 (Buliding)
≊ 8	BIM Specialist national hourly cost (@h)	13

TURE	Area surface category	Yes/No	Level of complexity (1/2/3)	Number of areas per category	Level of standardization (1/2/3)
äž	Surface < 25 m <sup>2</sup>	Yes	2	4	
토등	25 m <sup>2</sup> < Surface < 150 m <sup>2</sup>	Yes	2	4	
发물	150 m <sup>2</sup> < Surface < 300 m <sup>2</sup>	No	-	-	
• •	Surface > 300 m <sup>2</sup>	Yes	1	6	

S	System	Yes/No	Level of complexity (1/2/3)	Area served by the system
DES	Mechanical (e.g. HVAC)	Yes	1	400 m <sup>2</sup> < Surface < 1500 m <sup>2</sup>
<u>.</u>	Piping	Yes	2	1500 m <sup>2</sup> < Surface < 3000 m <sup>2</sup>
E S	Electrical and lighting	Yes	1	400 m <sup>2</sup> < Surface < 1500 m <sup>2</sup>
	Special (e.g. safety systems)	Yes	1	Surface < 400 m <sup>2</sup>

#### NOTES

- The hourly cost of a BIM Specialist has been estimated starting from the data indicated in "BIM Salary Report (2020 Edition), published by BIM Comerc. It has been considered the average annual gross salary of a "BIM TechnicalIRBIM Model" working in Poland. The hourly wage has been estimated and increased by 50%, assumed it as the company mark-up for the hourly rate charged to be public diment.
- The average annual salary of employees of the public organisation has been extracted from the report (Ms Excel file) available at https://stat.govp/files/gfu/portain/ormacy/ny/en/defaultakua/noc/3282/1/44/1/employment\_wages\_and\_salaries\_in\_ national\_economy\_in\_2019.visk. The data employee refers to "Public administration and defence, compulsory social security"

OUTPUTS FROM THE TOOL	
ECONOMIC IMPACT Project General Indicators:	BIM MATURITY LEVEL 1
Net Present Value (NPV) 40.414 €	Benefit-Cost Ratio
BIM direct expenses:	
BIM Model Cost 4.945 €	BIM Coordination Cost € 1.778 €
Phase Focus:	
Operation and Maintenance ENPV: -10.127 € - EBC Ratio: 0.81	
Most Relevant Economic Indicator:	
Efficient maintenance 64.676 é	BIM based Quantity Take-Off (QTO) 37.288 €
ENVIRONMENTAL IMPACT	
CO, Emissions Reduction 533 €	Economic Net Present Value (ENPV) 158.500 €
	itenance phase, the overall project NPV is positive and the

- Despite the negative ENPV of the Operation and Maintenance phase, the overall project NPV is positive and the
  associated B/C Ratio is slightly higher than 1: the adoption of BIM in this example is expected to be advantageous
  and sustainable
- The most relevant indicators observed for this tender example are the benefits associated to enhanced accuracy of the quantity take off and improved efficiency in maintenance activities. The latter, despite preventing a substantial value, does not offset the cost associated with a BIM modeling software license, hence the ENPV of the maintenance phase appears to be negative.

#### TIPS

Each cost and benefit indicator could be switched off if its calculation is considered not consistent with the project. In this tender example, the full list of benefits and costs are calculated, so no indicator has been switched off.

