

BIM Survey Report 2014-2015

A survey of Business Information Management
within Dutch organizations

Preface

This is the third edition of the Business Information Managers Survey. Last survey was published in February 2014. All previous publications were accompanied by a informative and well visited Information Management Event.

This survey is a result of the many discussions and conversations we as Capgemini have had with around 30 Business Information Managers from different organizations in the Netherlands. We are very pleased to have had these opportunities and would like to thank these Business Information Managers for their valuable contribution.

Some of the interviewed organizations are running their business on a global level and one of the reasons to publish this survey for the first time in English is to give them the opportunity to share this survey within their globally spread divisions and business units. The other reason is the fact that Innovation plays a large role in this survey. Innovation could be seen as a global topic and once again for organizations to share and discuss the outcomes of this survey on a global level English is the preferred language.

Reviewing the survey and its outcomes we could say that the road to more and more professional Business Information Management is a difficult and a long one. The level of maturity is growing within those organization interviewed but still there is space for improvements. In our questionnaire we have added new questions based on new developments such as Innovation and Culture, but also we have kept a connection with previous surveys to be able to report on trends in Business Information Management.

We are confident this edition will give you an excellent insight into the growing importance of Business Information Management within organizations serving as a “bridge” to outline your roadmap for Business Information Management for the next years. We would be delighted to explain the outcomes of this survey in more detail to you and to outline the possibilities for your organization.

I would like to thank co-writers Jan Borsje and Saskia Habraken plus Nicole Hartung and Joke Achterberg of our Design Services for their great contribution in “bridging” the dots to deliver this survey. Leaves me with wishing you lots of reading pleasure.

Utrecht, September 2016,

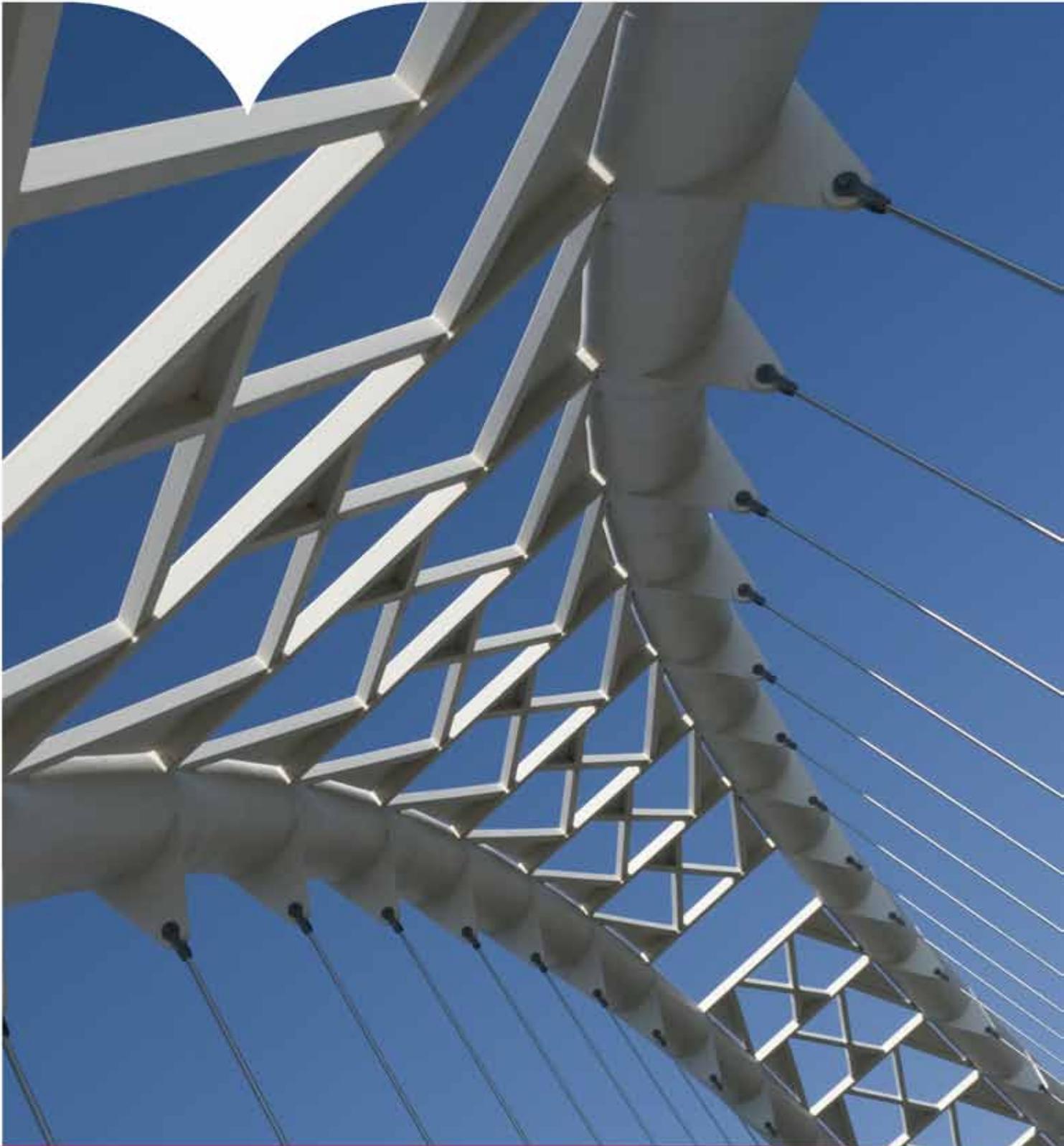
Hans Pijnenburg
Capgemini Nederland B.V.
Thought Leader Business Information Management





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Management Summary

Information management, in the Netherlands mostly referred to as Business Information Management (BIM), is a fast growing domain in Dutch organizations. Nowadays the changes within organizations advance more quickly. It is therefore becoming increasingly important that IT is in line with the business processes. This is almost always the responsibility of BIM. At the same time we could conclude that the function of BIM is performed in various ways.

To get a better view on BIM in the Netherlands, for the third time Capgemini has carried out a survey with 30 Business Information Managers working in different sectors. Based on interviews held with a detailed questionnaire, a clear picture was obtained from the organization in which the Business Information Manager is working and what problems they encounter. Also the relation between the organizational context and the interpretation of the Information Manager's role are being covered. The key question in this survey is the same as in the previous two surveys, and concerns:

How is the Business Information Manager role fleshed out in Dutch organizations? This key question is itemized to:

1. How mature is BIM within organizations?
2. What is the Information Manager's position?
3. What issue is the Information Manager dealing with?
4. What factors determine the Information Manager's success?
5. What role does innovation have in organizations and how are Information Managers related to innovation?

This survey gains an insight into the interpretation of the BIM role within the organizations of Capgemini clients. In addition, this survey offers interesting possibilities for future research. That is the reason Capgemini will conduct this BIM Survey every two years, so we can provide an up-to-date overview of trends within BIM and consult our clients on BIM in a better way.

Conclusions on maturity

The level of maturity is growing for the third time in a row. More interviewed organizations are regarded to be more EIM mature. Nevertheless, positioning is still one of the biggest concerns of BIM. A possible explanation of the unclear position in organizations can be found in an increase in Agile way of working within organizations. The pressure created by changes in the organization, re-appears in the list of answers that Business Information Managers gave.

Conclusions on duties

The function of BIM is also more accepted within the interviewed organizations, focusing on the information planning and information security as well as on information quality. What attracts attention here is the fact that the percentage

of organizations with an information architecture more than doubled, while organizations with an information governance almost quadrupled. Especially information security gained a lot on focus.

Conclusions on role

With BIM being more accepted, the BIM role changes: It's becoming more and more a solitary advisory and decision supporting role to (business) management with less hierarchical employees within BIM organization and consulting to different organizational units. The BIM role is also more and more positioned as advising to tactical management. The higher the degree of maturity of an organization, the less FTE is needed to significantly position the BIM function.

Conclusions on innovation

The ambition for the BIM function is not only focussed on improving Portfolio Management but also on a better BIM position and better collaboration between business and IT. It is kind of striking that not one of the organizations has a focus on innovation. More than that almost all Business Information Managers consider their organizations not competitive with a non supporting IT department for innovation.

Continuation

Based on the outcomes of this BIM Survey and the application of Gartner's Enterprise Information Maturity Model (EIM) Capgemini is in the process of defining its own BIM maturity model, that not only includes data management but also other aspects of Business Information Management. Aspects like collaboration, communication, competences etcetera will be more explicitly included and will depict a more complete and truthful maturity picture of BIM within organizations. This is why we have included a chapter on the future of BIM. In that chapter we conclude BIM will have to be engaged into making the IT landscape more adaptable to change and work from different kinds of governance (Innovation Governance, Agile Business Governance and IT Governance), of which Agile Business Governance for now would be the most important one.

Next to answering the survey questions this report should also contribute to discussions about BIM. For the latter reason Capgemini organizes events so that Information Managers and those who are interested can share knowledge and experiences with each other.

If you also would like to contribute to Capgemini's BIM Survey, please contact Hans Pijnenburg at email: hans.pijnenburg@capgemini.com.



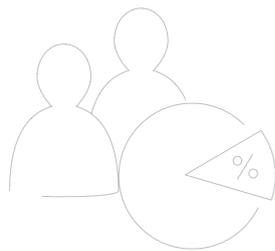
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BIM Maturity

Introduction

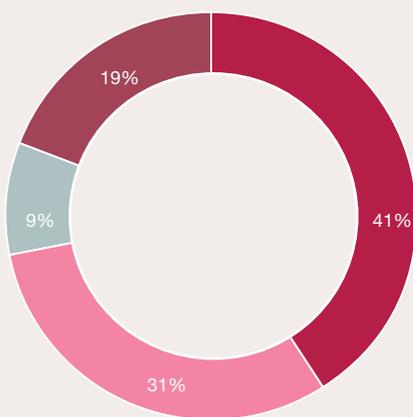
To give a first impression of the interviewed organizations, a number of reference questions were asked. These questions aim not more than providing an interesting first glance at the companies investigated.

The answer people usually gave to the question “What’s your given job title?” is in 41% of cases Business Information Manager (see figure 2.1), 31% of them are a team manager and 9% is a program manager in charge of various projects and programs. About 19% of the interviewees said they don’t fulfill any of these roles. The answer people usually give was Demand Manager and Change Manager. We also asked about the size of the organizations in which the interviewees were employed. The result is shown in figure 2.2: Size of the organization 2014-2015.



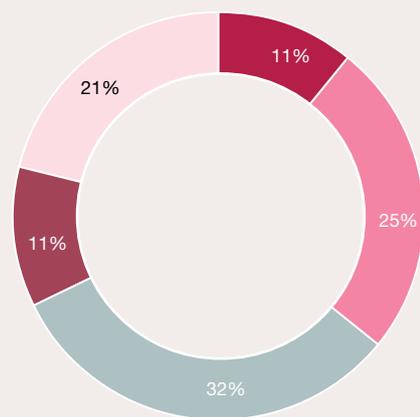
The interviewees were also asked about the turnover their companies made last year. Figure 2.3: Turnover provides an overview of this, the numbers are in millions. The third question is to provide insight into the total budget yearly spent, numbers are also in millions and including FTE, projects and management. Of the total IM budget 33% is spent on the IT department, 24% is spent on the business and 12% is spent on Information Management. Of the budget 6% goes to finance and the remaining 24% is spent on other departments.

Figure 2.1: Given job title 2014-2015



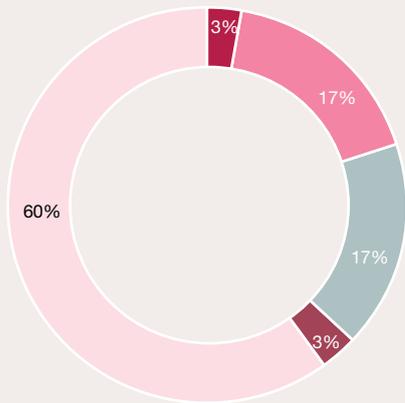
- Information manager
- Team manager
- Program manager
- Different

Figure 2.2: Size of the organization 2014-2015



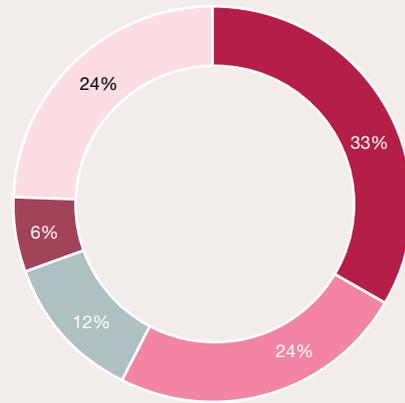
- <1,00
- 100 - 1,000
- 1,000 - 5,000
- 5,000 - 10,000
- >10,000

Figure 2.3: Turnover 2014-2015



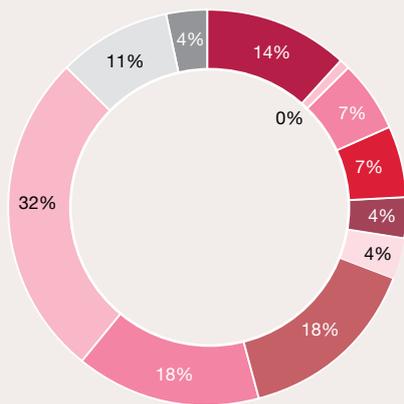
- <0.1
- 0.1 - 1
- 1.0 - 5.0
- 5.0 - 10.0
- >10

Figure 2.4: IT budget 2014-2015



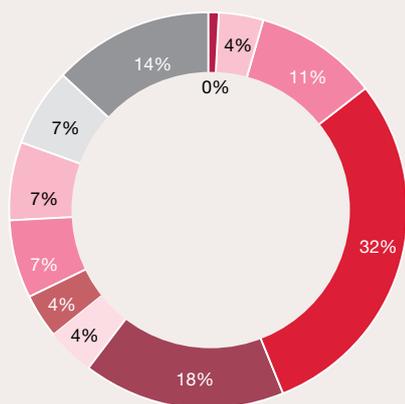
- Information and Communication Technology
- Business
- Information Provision
- Finance

Figure 2.5: Percentage of BIM budget spent on: Management, Sourcing and Run 2014-2015



- Percentage Budget: 0
- Percentage Budget: 10
- Percentage Budget: 20
- Percentage Budget: 30
- Percentage Budget: 40
- Percentage Budget: 50
- Percentage Budget: 60
- Percentage Budget: 70
- Percentage Budget: 80
- Percentage Budget: 90
- Percentage Budget: 100

Figure 2.6: Percentage of BIM budget spent on Projects, Development and Innovation 2014-2015



- Percentage Budget: 0
- Percentage Budget: 10
- Percentage Budget: 20
- Percentage Budget: 30
- Percentage Budget: 40
- Percentage Budget: 50
- Percentage Budget: 60
- Percentage Budget: 70
- Percentage Budget: 80
- Percentage Budget: 90
- Percentage Budget: 100

The figures 2.5 and 2.6 provide an insight into the relationship between the percentage of the budget spent on Management, Sourcing and Run and the percentage of the budget spent on BIM Projects, Development and Innovation. It explains that 61% of the companies indicate that 20% to 40% of their budget is spent on Projects, Development and Innovation and the rest of their budget is spent on Management, Sourcing and Run. It also explains that 68% of companies indicate that 60% to 80% of their budget is spent on Management, Sourcing and Run and the rest of Projects, Development and Innovation. In short, on average, companies spend still the most of the money on Management, Sourcing and Run.

The Gartner BIM Maturity Model

Based on the interview results the organizations in scope have been plotted on the Gartner Maturity Model. For this, we have focused on the stated BIM activities and responsibilities, the existence of an Information Plan and Information Strategy, the acceptance level of BIM and having a clearly stated strategy for Information Quality and Information Security.

Figure 2.7 shows the position in which businesses are plotted on the maturity model in this year's survey. The table shows the absolute numbers of companies surveyed. Figure 2.8 shows the comparison between the surveys of 2010-2011, 2012-2013 en 2014-2015. It provides an overall insight into the development organizations have had at the levels of maturity. The far left hand side of figure 2.8 shows (again) the absolute numbers of organizations plotted on the maturity level.

Figure 2.7: Levels of maturity in the survey of 2014-2015

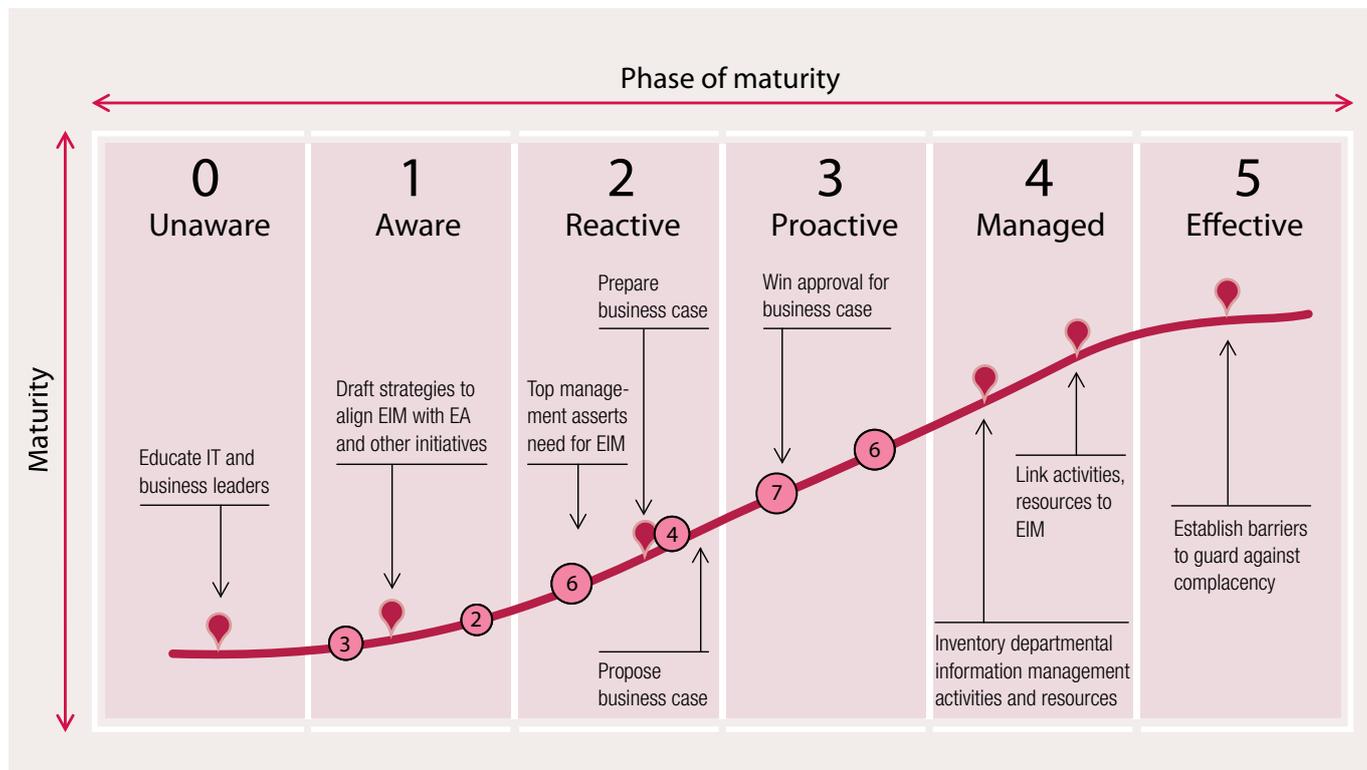
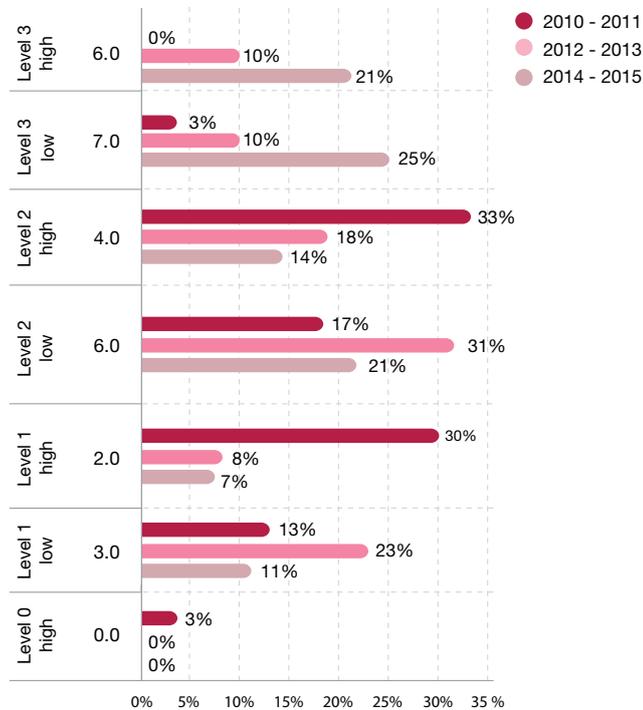


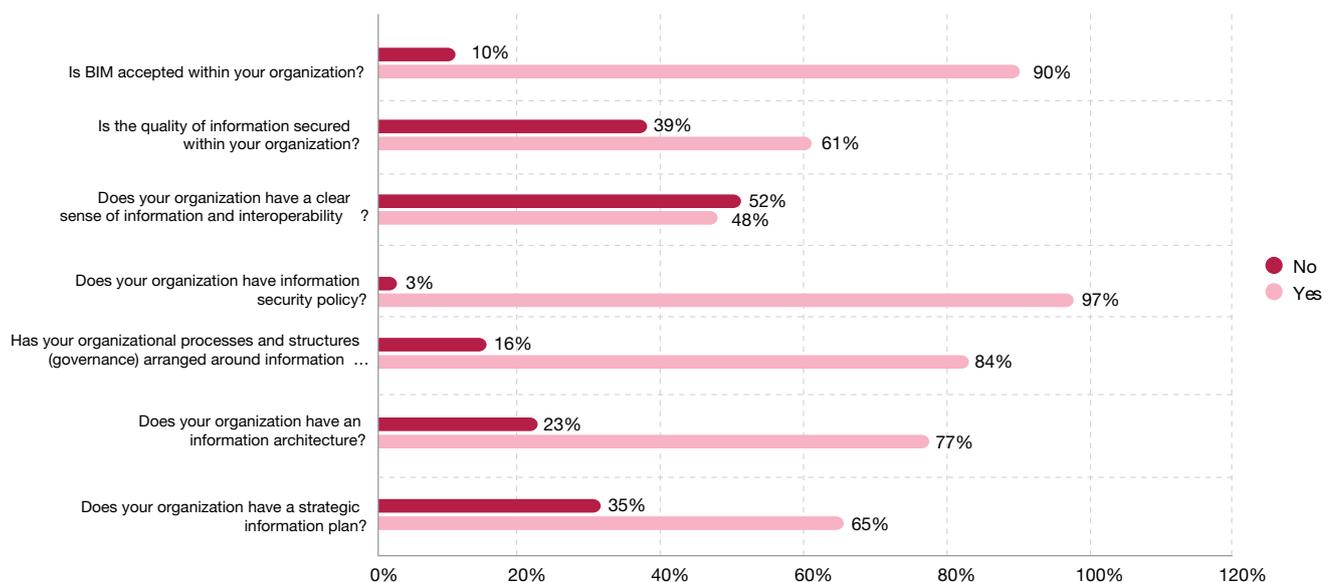
Figure 2.8: A comparison of maturity in the surveys of 2010-2011, 2012-2013 and 2014-2015



One of the main conclusions that can be drawn based on the answers given by the examined organizations is the overall increased degree in the level of EIM maturity. The number of organizations in this study that is plotted at level 3 (Proactive) has significantly increased in comparison with the results of the surveys in 2010 and 2012. Back in 2010 3% of the organizations scored at Maturity Level 3 and in 2012 another 10%. In 2014, the number of organizations that consists being in level 3 is almost 46% (high and low combined). Another important conclusion is that there is not a single organization this year plotted at level 0 (Unconsciously). When we look at the increase in degree of maturity in our peer group, these are the organizations that are interviewed three surveys in a row, there is also an increase in maturity visible. There has not been a case in which the level of maturity declined, in a number of cases, the degree of maturity remained stable and in 60% of the cases the degree of maturity increased one or more levels.

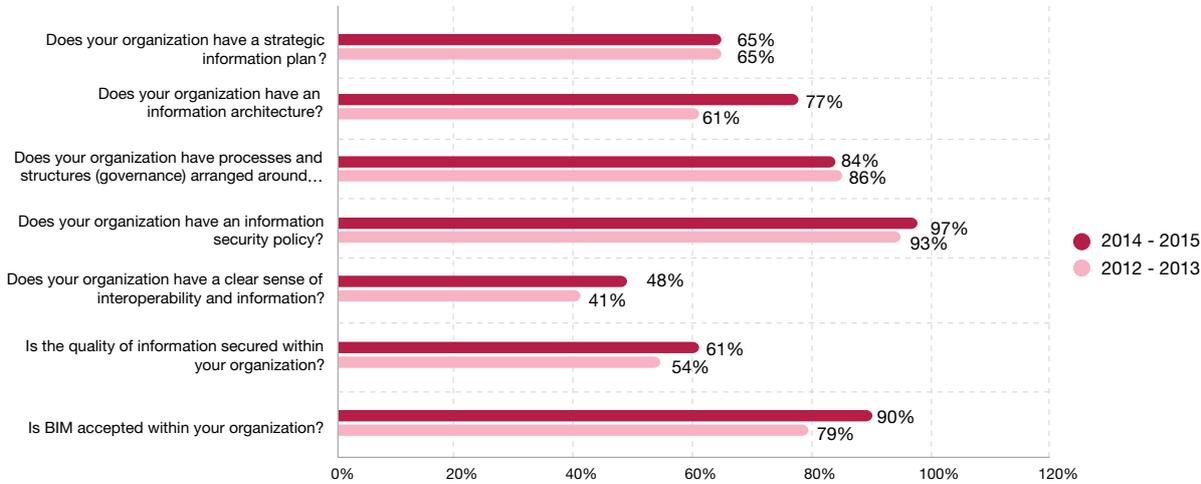
To what extent is the BIM department professionalized in your organization?

Figure 2.9: Overview of maturity on individual elements



When we look at the various (sub-topics) of the level of maturity, we see a similar trend. First of all there is a high degree of acceptance of BIM at the companies that are surveyed. 90% of respondents answered this specific question positively. Compared to 2012, that is an increase of 11%. Nearly all the companies have developed an information security policy (97%), that is an increase of 4% compared to 2012. The vast majority of organizations have processes and structures in place concerning governance and information management (84% compared to 2012, a minor decrease of 2%).

Figure 2.10: A comparison of the level of maturity on individual elements between 2012-2013 and 2014-2015



When we compared the current figures with those of 2012, there immediately are a number of remarkable conclusions. More than three-quarter of the organizations have an information architecture (77%), compared to 2012, an increase of 16%. And nearly two-thirds of organizations have a strategic information plan (65%). This percentage has remained the same compared to 2012. The extent to which the quality of the data is ensured and made detectable, was 54% in 2012 this has increased to 61% in 2014-2015. These findings support the earlier conclusion we draw on the increased degree of maturity. The documentation of the companies is correct, the function of BIM is accepted and the processes and structures are designed.

The trend that cautiously became visible in the results of the survey of 2012-2013 is again seen in the results of the survey from 2014 to 2015, which means that the BIM department is decreasing in FTEs. This downward trend is also visible in organizations that have been investigated for several surveys (our peer group). In addition: The lower the BIM function is positioned in the organization, the fewer FTEs are managed by BIM. Another conclusion that can be drawn is that the higher the level of EIM maturity of an organization is, the less FTE is needed to significantly position the BIM function. The so-called mission work has already been done. What remains important is that the function is executed correctly and that the management is aware of the importance of BIM function.

Figure 2.11: For how many people are you the hierarchical manager?

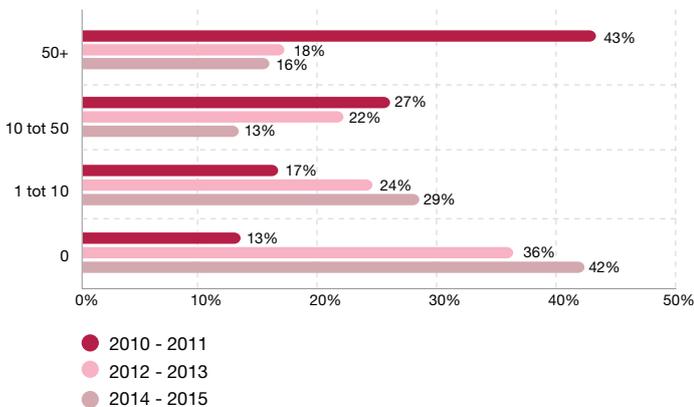


Figure 2.12: A comparison between the surveys of 2010-2011, 2012-2013 and 2014-2015 in divisions to which will be reported

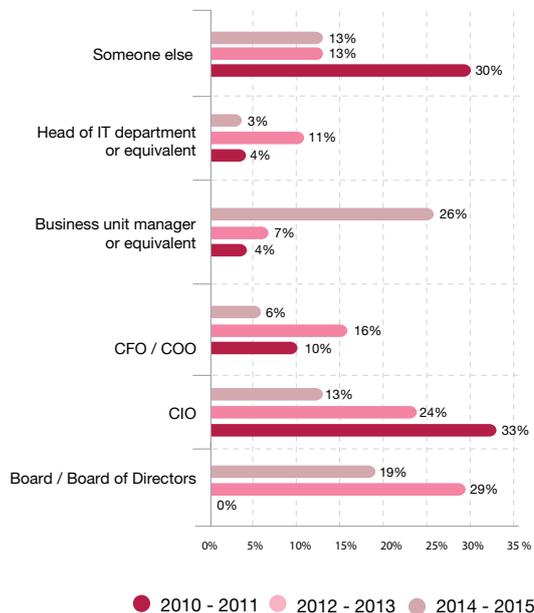


Figure 2.13: What position takes BIM within the organization chart?

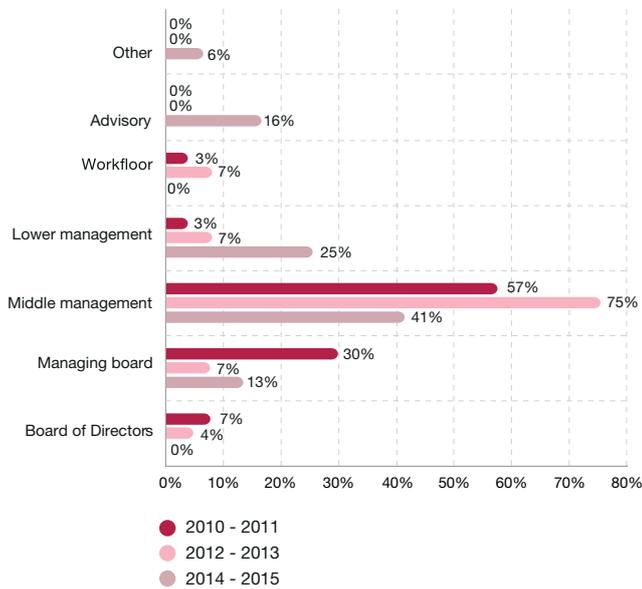
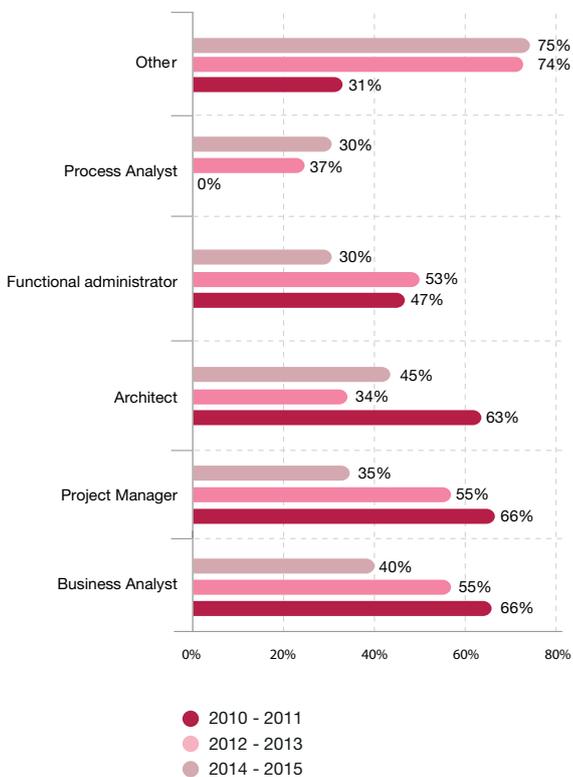


Figure 2.14: What functions / roles do the employees in your team have?



A similar trend can be seen in the hierarchical level to which a BIM officer reports. In the 2012 survey, a majority of respondents indicated a progress in reporting. Most was written for the management level of the Board of Directors (29% in 2012) where it is now 19%. It seems that organizations in 2010 were still searching for the most obvious position of BIM. The majority of the reports are written for CIOs (33%) and almost 30% of the organizations had a different reporting structure. 2012 ends this uncertainty and an initially upward trend appears in the level to which the reports were written: 29% to the Board of Directors and 24% to the CIO and only 13% of the organizations had a different reporting structure. Now what is so striking, is that this survey shows only 19% of respondents said that they report to the Board of Directors. And 26% reports write for the Business Unit Manager, that rate was 7% in 2012 and 4% in 2010.

BIM roles and functions within the organization

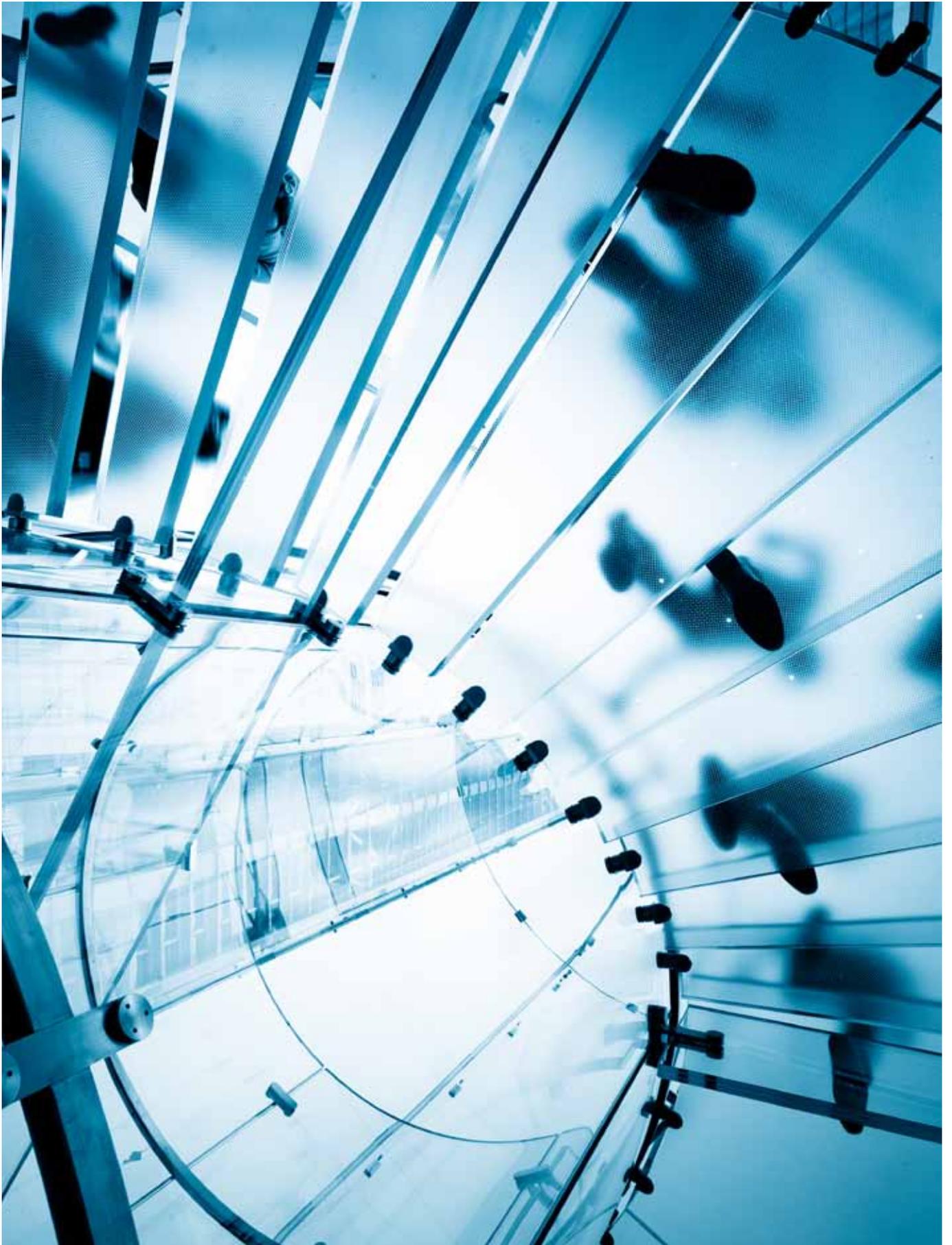
Compared with previous surveys, it is notable that for the first time 16% of respondents replied that they worked as an information consultant in parallel for multiple departments. In addition a total of 41% of the respondents said that they are positioned in the organization at the level of Middle Management. In 2012, this was still 75% of the respondents. Additionally 25% of the surveyed say that BIM is positioned at the level of Lower Management, this was 3% in 2012, and 7% in 2010. Based on these figures, the general conclusion can be drawn that in the course of the years a trend is becoming visible, showing that the position of the BIM function is getting more consistent within organizations.

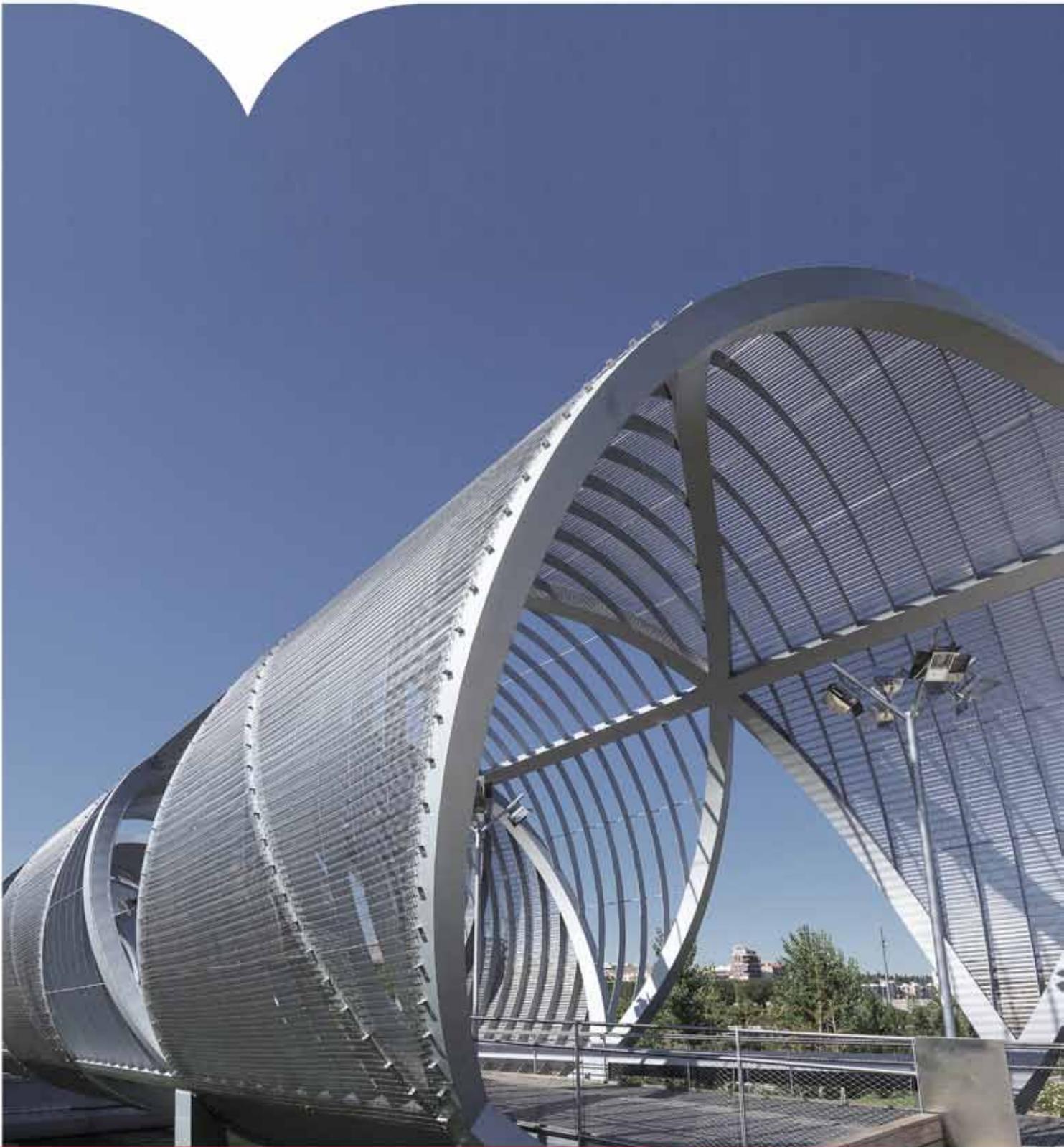
In the roles that are covered within the BIM department, we see little changes occur in this survey. The main trend is that the popularity of common functions such as Business Analyst, Project Manager, Architect, and Process Analyst slowly decline and are replaced by other functions such as System Developer and Data Analyst and Information Advisor.

Conclusion

It has been said before in this chapter: “Organizations are making progress in the levels of EIM maturity”. This is both visible in the level at which organizations are plotted on the EIM model of Gartner as the progress on the various components which together determine the level of maturity of an organization.



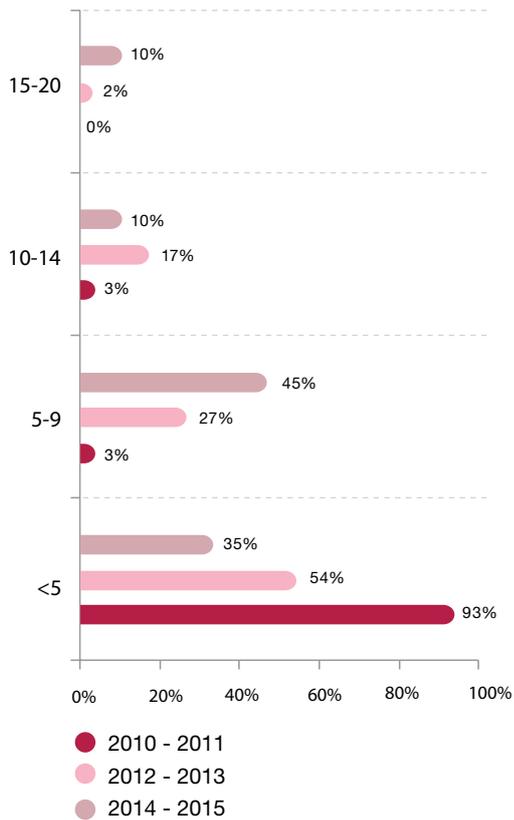




3 | BIM Role

The position of Business Information Management

Figure 3.1: Number of years BIM is in place



This chapter addresses the BIM function by means of the position and the way of working of the Business Information Manager in general as well as his involvement in the selection and execution of projects. In order to provide an extensive insight in the BIM function, we have taken multiple viewpoints in the phrasing of our questions. The following paragraphs provide the details.

A first and basic view on significance comes from the length of time the position of the Business Information Manager exists. The survey shows an increase of the average number of years the position of Business Information Manager exists, from 5,1 years up to 6,6 years¹. As 66% of our participants are new to our survey, this increase can be identified as a genuine increase in the market, instead of merely the result from the time passed since our last survey.

We also observe 67% of the organizations have this function in place, longer than at least 5 years, with 10% of them even longer than at least 15 years. This clearly demonstrates that the Business Information Manager has become a standard position within organizations.

Comparing the number of years the BIM position is in place for the public against the private sector, the survey does not show any statistically well-founded differences. Hence, the extensive interests and participation of the public sector in BIM initiatives and implementation has in the end not led to a significant head start.

Figure 3.2: Number of years BIM function exists for the public sector

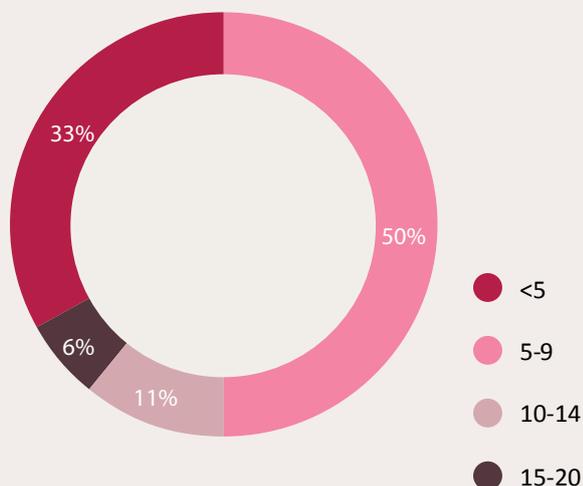
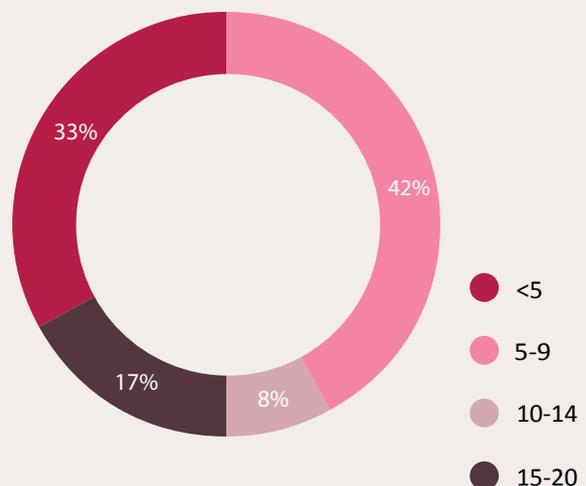


Figure 3.3: Number of years BIM function exists for the private sector



¹Statistically supported at 90% confidence level.

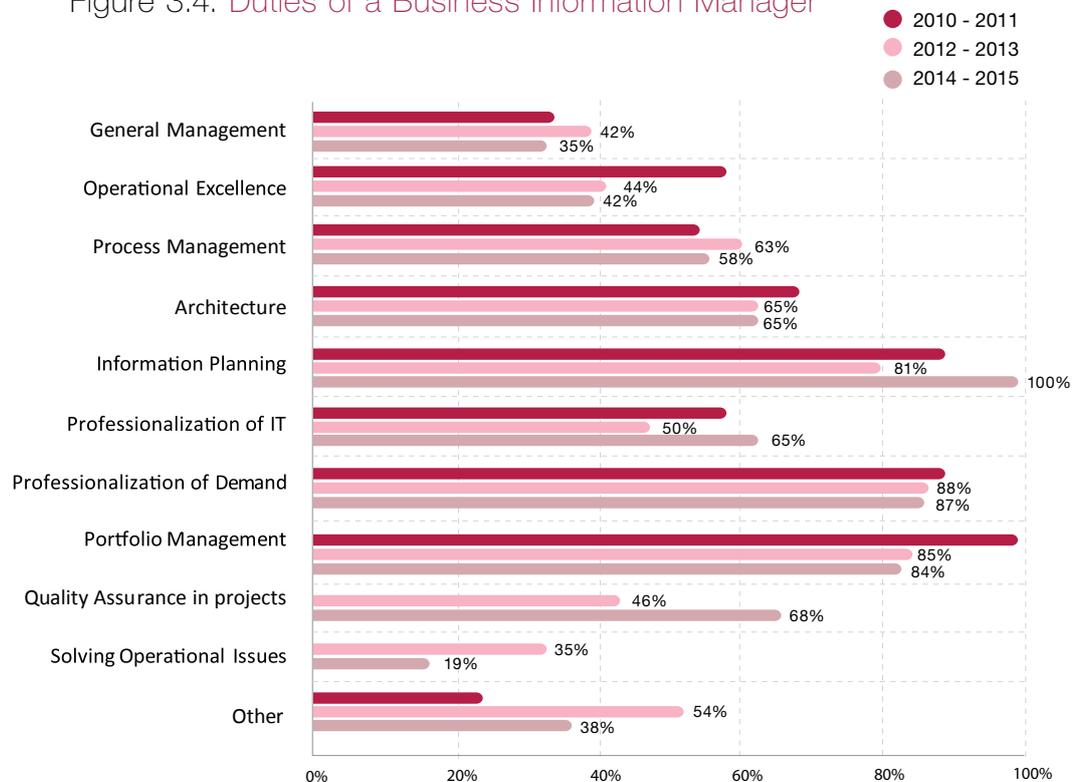
Duties of a Business Information Manager

Another way the significance of BIM in organizations can be demonstrated, is by investigating the duties of the Business Information Manager. For this reason we have identified the most important duties, activities and responsibilities.

The most outstanding results are the strong increase on Information Planning (100%, +19% against the 2013 survey) and Quality Assurance (68%, +22% against the 2013 survey).

With Information Planning in first position of the most important duties, Professionalization of Demand is now in second position (87%), with Portfolio Management closely following (84%). These three duties all deal with the transformation of demand into manageable programs and projects, which in turn result in products and services, required by the business. The high level of involvement of the Business Information Manager can be explained by the ever increasing importance of IT solutions providing the right answers to business' needs at the right time. Again a clear recognition of the importance of the Business Information Manager for the organization.

Figure 3.4: Duties of a Business Information Manager

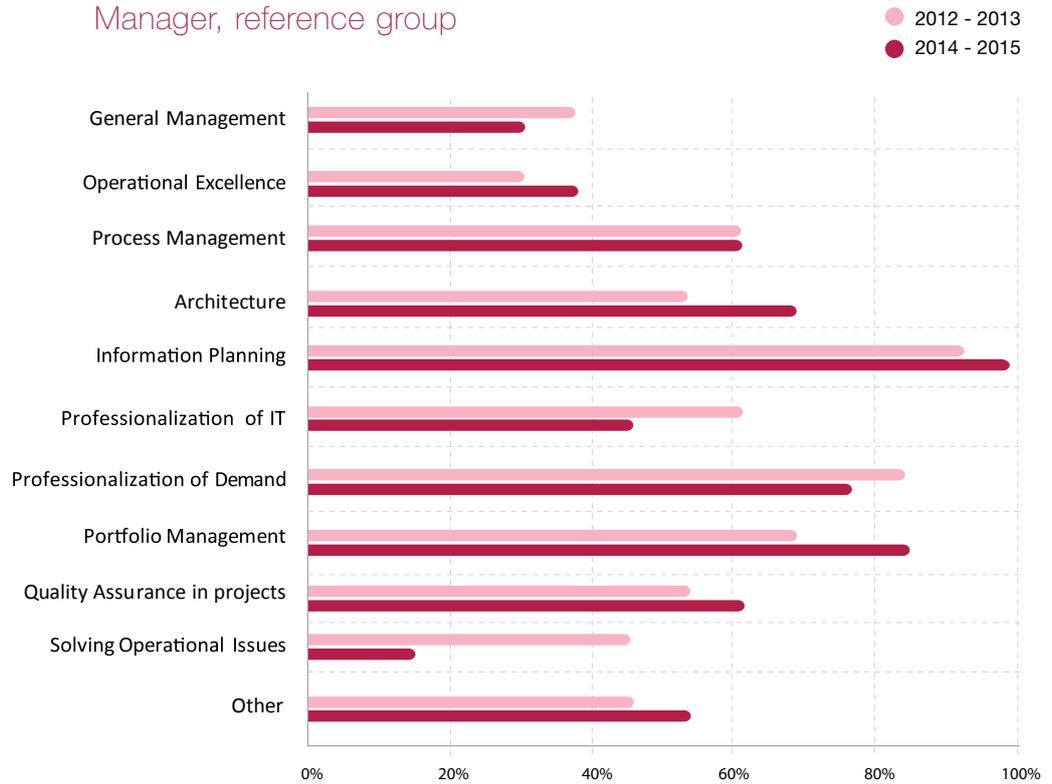


The strong decrease on Solving Operational Issues (19%, which is -16% against the previous survey) and the already mentioned increased attention for Quality Assurance (68%, an increase of 22%) are in line with the previous statement. The duties of the Business Information Manager tend to develop towards its own domain, being linked to IT and Business domains but not being part of them. Data from our reference group (Figure 3.5, organizations at least taking part in the surveys from 2013 and 2015) show similar trends, with however some interesting exceptions:

- Operational Excellence gets increased attention (38%, +7%) whereas the overall group shows little change.
- Architecture too shows an increase (69%, coming from 54%), with no change for the overall group.
- The same goes for Portfolio Management (at 85%, coming from 69%), again with little change for the overall group.
- Professionalization of IT shows decreased attention (46%, - 16%).

The combination of these subjects with their increased attention could be interpreted as a tendency towards a more mature way of applying BIM, with - again - focus on its own domain.

Figure 3.5: Duties of a Business Information Manager, reference group

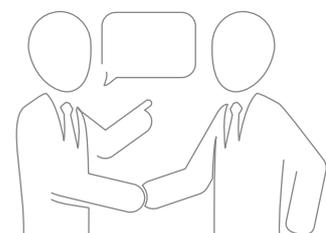


New BIM duties mentioned in the overall survey are linked to process-focused activities like Change Management and Requirements Management on a strategic level. Other organizations state that more effort is put into Business Consultancy. These activities do not demonstrate any obvious trends, neither in the current survey nor in comparison to the previous surveys. Apparently possibilities for addressing organization-specific subjects remain in place.

Additional responsibilities

A third viewpoint to investigate the significance of the Business Information Manager’s position can be defined by the development of additional responsibilities. As the previous surveys already showed increased attention for the startup aspects of projects, we have added the subject “Draw up Project Brief and Business Case” to the applied questionnaire. It has not come as a surprise that this immediately shows a high score of 71%. This is in line too with the continued high focus on “Monitor project portfolio” (at 71% only showing a slight decrease), as both subjects concern the initiation of projects.

Although we do not have significant statistical evidence for a difference in attention for the additional responsibilities² between this survey and the previous one, the tendency is a decrease of attention for project execution type of activities. This is demonstrated by “Draw up Project Plan” (again a new subject, but only 29% of the respondents consider it as part of their job), “Monitoring project portfolio budgets” (now at 42%, coming from 50%) and “Staffing of project team” (decreased from 54% to 32%).



²CHI-squared at 90% confidence interval.

Figure 3.6: Additional responsibilities for the Business Information Manager

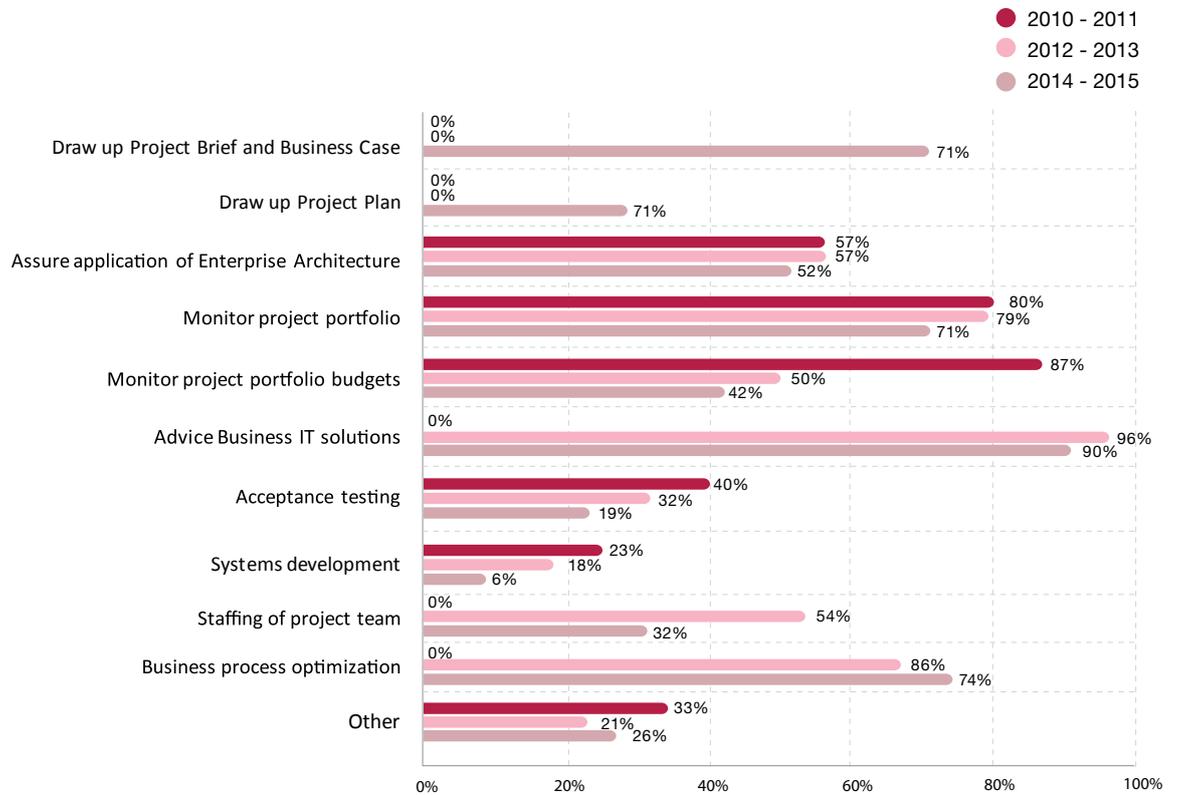
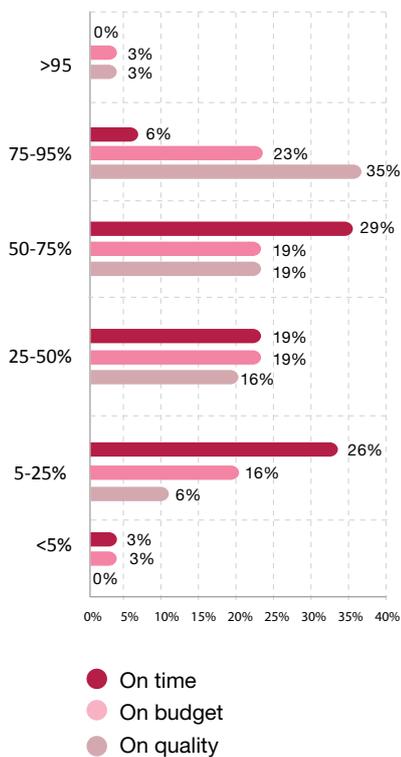


Figure 3.7: On target project delivery



Level of success on execution of projects, with respect to time, budget and quality.

The Business Information Manager pays much attention to the long term and short term selection and planning of projects, their actual initiation and gained business value. Consequently high scores with respect to project results in terms of ‘on-time, on-budget and on-quality’ delivery will be highly appreciated.

This year’s survey however shows a negative development with now only 6% of the organizations having projects with high scores (75% – 95%) on the level of success for “on time” delivery (a decrease of 36% against the previous survey). Slightly less drastic but still significant is the decrease of the organizations successfully running projects “on budget”, going down from 46% to 23%. Consequently the percentage of organizations having projects with low scores (5% - 25%) on both subjects do show strong increases (“on time” going up from 6% to 26% and “on budget” up from 3% to 16%).

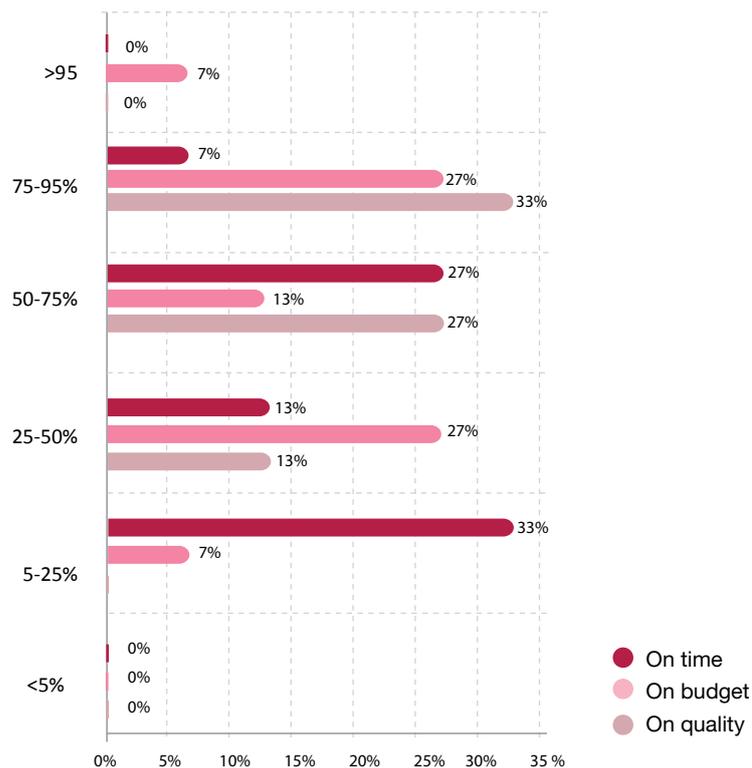
In contrast to “on time” and “on budget”, “on quality” only shows a limited decrease staying on 35% (which is -10%) for projects with high scores (75%-95%).

The reference group shows comparable results on the subjects of “on time” delivery (at 7% so -20%) and “on budget” delivery (at 27% so -6%) for projects with high scores (75%-95%). “On quality”, like for the overall group of participants, however shows a strong increase, now at 33% and coming from 13%.



Additional In-depth research would be required for (statistical) validation of both the overall group as well as our reference group. A careful conclusion could be that the decreased attention to basis project activities (like setting up project teams and monitor project budgets) and the equal level of attention for quality-linked tasks (like Enterprise Architecture, Monitoring Project portfolio and Business Process Optimization) supports the perception of high quality (despite being provided at higher costs and increased uncertainty of the moment of delivery).

Figure 3.8: Project results 2014-2015 reference group



Level of project success as seen by internal customers

Like in our previous survey we have focused on two aspects which can be seen as vital for the business: “the speed of project startup” (we want it AS SOON AS POSSIBLE) and the “realized business case results” (did we earn what we intended to earn). The satisfaction for the speed of project startup (scaling from 1, being 😊, to 5, being 😞) from the previous survey showed an average score of 2,7 (so a not even a meager pass). This years’ survey shows comparable average scores on the speed of project startup (at 2,8) and the realized business case results at 2,1 (against 2,3 in the previous survey). “Comparable” in this case means we have not found statistically significant evidence for the difference of the mentioned average values.

When investigating our reference group and comparing it to the overall group of participants, we observe a lower, hence better average score on the speed of project startup (at 2,1) and the same average for the realized business case results. This could indicate that the two extra years of experience with execution of BIM projects has lead to a more mature portfolio

process and capabilities for project initiation. The quick project starts however do not lead to an increased satisfaction with respect to the reached business case results.

The long and short term selection of initiatives and projects is clearly linked to the level of influence a Business Information Manager has at the board level. Subject in former surveys was the hierarchical organization level on which the Business Information Manager was working, intended to provide insight into the influence the Business Information Manager has on strategic and tactical subjects. The 2012-2013 survey showed a strong shift from board level towards middle management, which could indicate a degradation of the Business Information Manager’s position. So to better demonstrate the level of influence a Business Information Manager has on these subjects, we have adapted the question.

Figure 3.9: Organization’s satisfaction

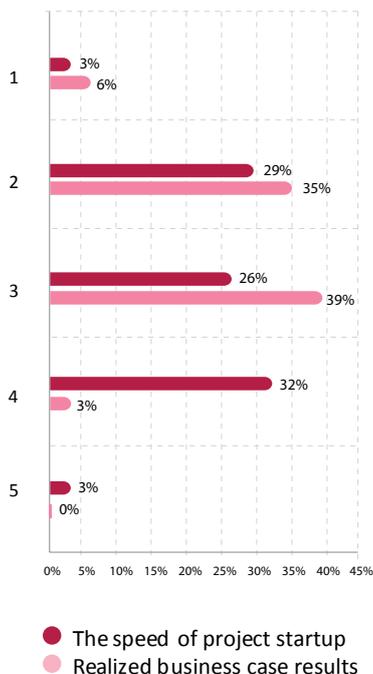


Figure 3.10: Organization’s satisfaction, previous survey

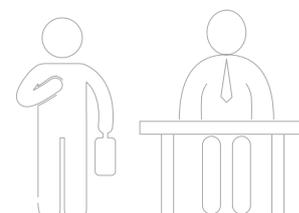
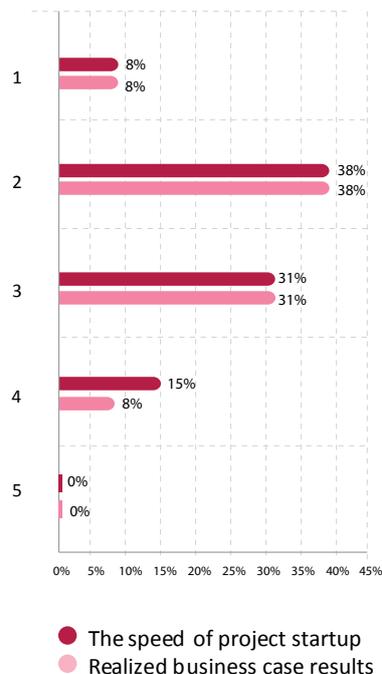


Figure 3.11: Influence of IM at board level

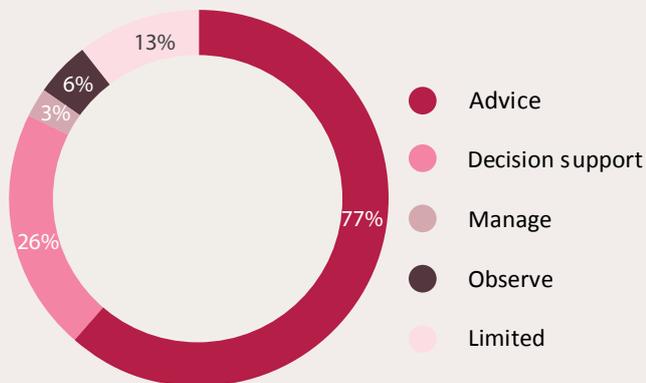
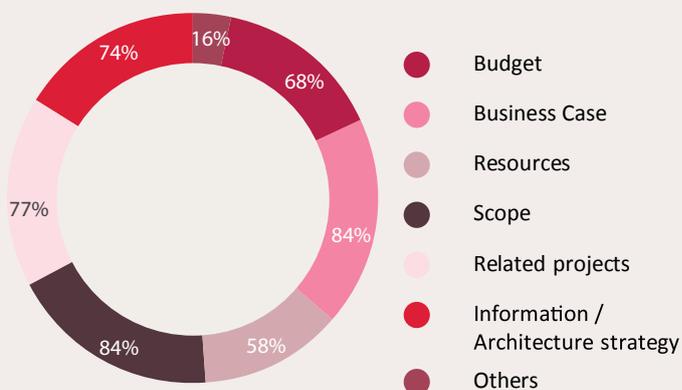


Figure 3.12: Input for making decisions



Apparently the Business Information Manager has a strong position when it comes to advising the board (at 77% of our respondents), but limited responsibilities with respect to decision support (at 26%) let alone being part of decision making (at only 3%, a decrease of 14%). As most of the Business Information Managers are at the Middle Management position in the organization (at 52%, with 16% at higher management level and 0% at the board level) these limitations do not come as a surprise. In line with our conclusions from the former survey this shift could be caused by a more mature and well-defined position of BIM when it comes to providing advice and the consequent lack of decision power at the board level. To identify the kind of information provided at board level, we have asked for the details provided in the advices. The results from the question confirm our previous conclusion: The most vital types of advice for the board level all show high scores, between 68% and 84%. Only Resources show a

slightly lower score (at 58%), being obvious as this information is more appropriate for operational management decision making.

Responsibility for creation of the business case

The creation of business cases typically is part of the responsibilities of a Business Executive. The Business Information Manager supports the creation of business cases in 45% (26% + 19%) of the organizations. However sole responsibility for this key decision subject only appears in 13% of the organizations, where Business Execs takes sole responsibility in 42% of the cases. This observation is in line with the results on the Business Information Manager's influence at the board level as shown in figure 3.11, which is strong when it comes to advice but limited with respect to actual decision making.

Figure 3.13: Responsible for business case creation

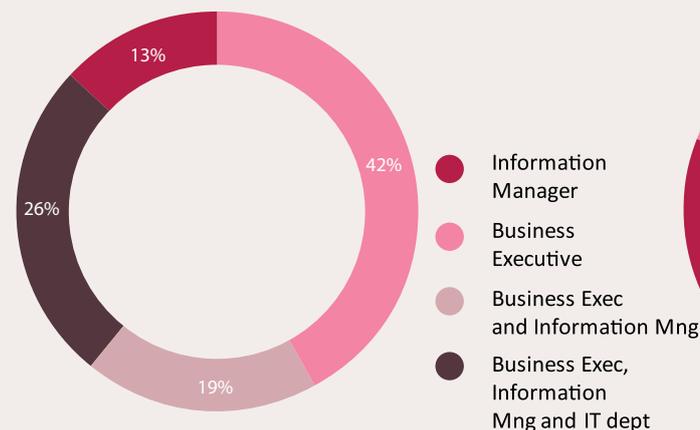
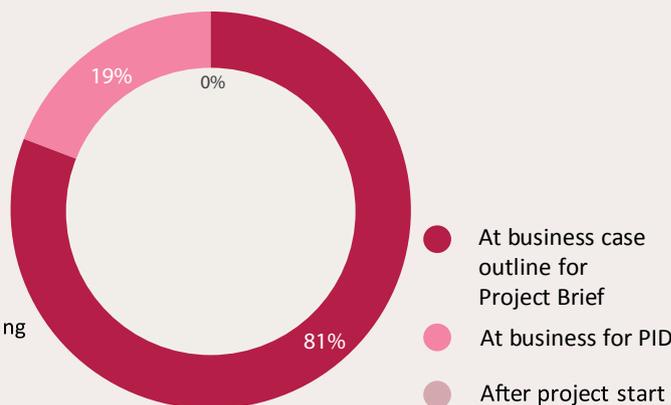


Figure 3.14: Business case creation involvement





The phase at which Business Information Management is involved in business creation most often, further confirms the advisory role (at 81%) which is at the start of a project when the Project Brief is created. None of the respondents stated any involvement with business case creation after the start of the project.

Benefits tracking

Providing advice on business cases in the starting up phase of projects appears to be common practice for the Business Information Manager (at 84%, see figure 3.13). Once projects are started however, it is interesting to investigate whether tracking of actually realized benefits does receive attention. Our survey clearly demonstrates a decrease of interest in business case once the project is running: 48% (so down 36% from the previously mentioned 84%) of the respondents do pay attention to the “eating of the pudding”.

Figure 3.15: Benefits tracking

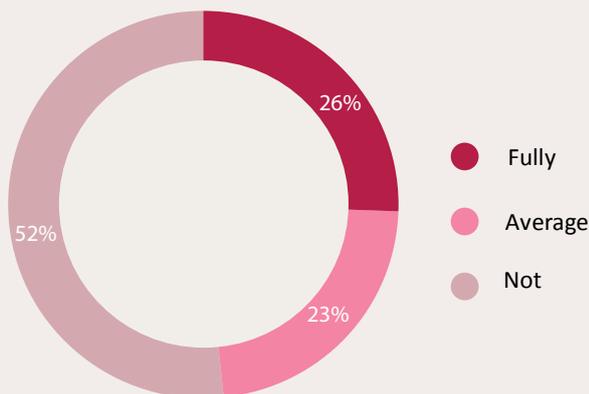


Figure 3.16: Responsible assigned

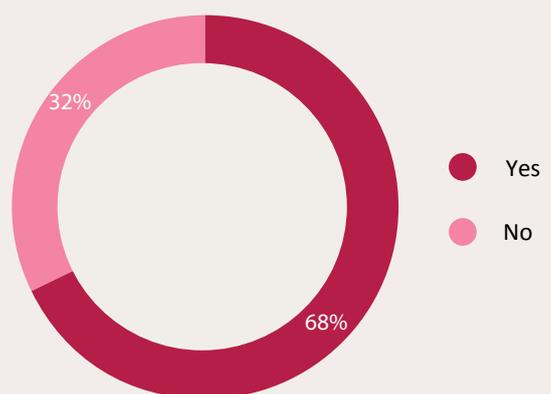
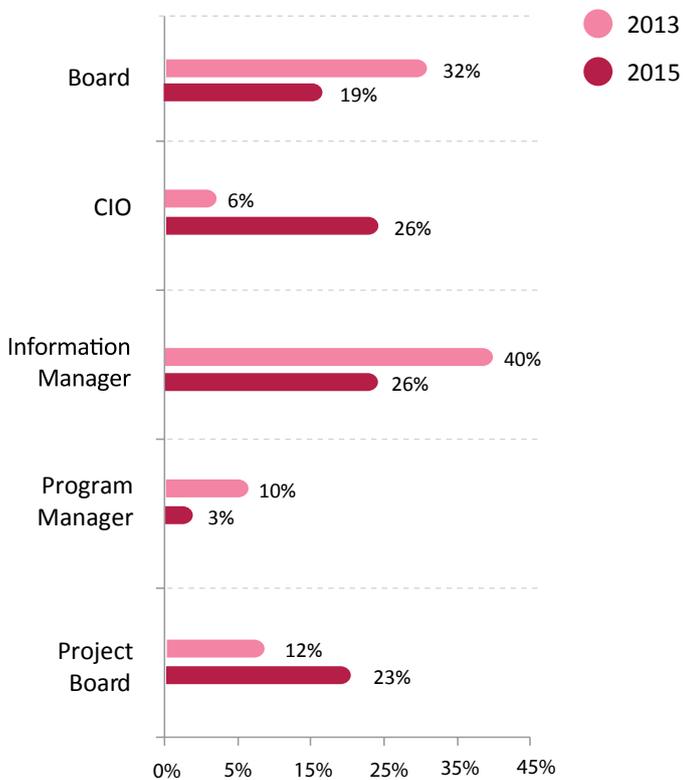




Figure 3.17: Project portfolio management



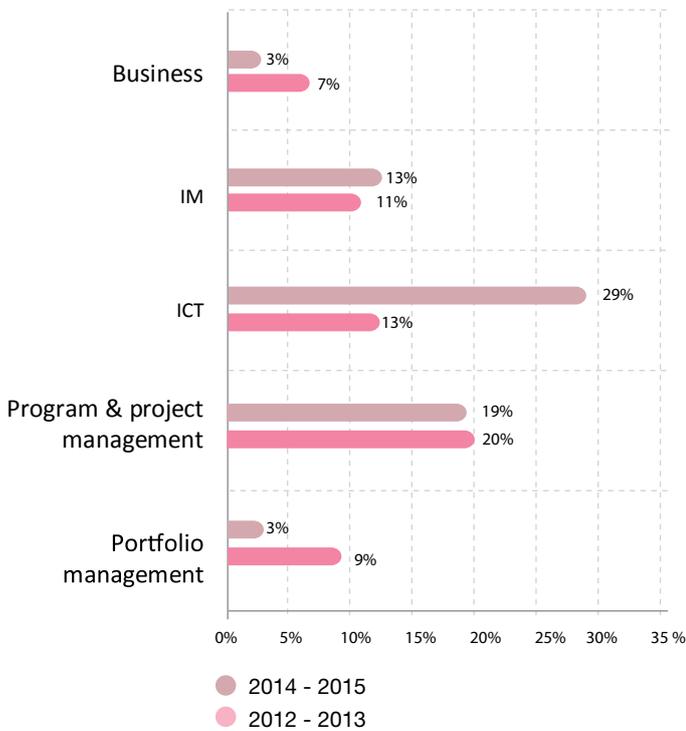
When making comparisons with respect to our reference group, the previous survey stated that only 21% of the respondents did pay attention to benefits tracking. The current survey shows that 49% do address this source of evidence at least partly or even fully. Although one would expect a higher level of maturity leading to this mentioned increase, there is no statistical evidence for this observation.

The organizations who do track benefits confirm this stated increase, with 68% of them either assigning a specific function or even a full department to this task. It would be very interesting to see whether this trend is extended to the next survey.

Project portfolio management

From the viewpoint of the board, execution of projects and the gained (business case) result do deserve high attention. The results for management of the project portfolio do confirm this assumption, being significantly more in scope for the CIO (now at 26%, an increase of 20%). The reverse change appears for the involvement of the Business Information Manager (now at 26%, showing a decrease of 14%). Both changes again confirm the increased importance of BIM from an advisory perspective as perceived at the level of the Board, with the interesting observation however that this increase is limited to the CIO.

Figure 3.18: Position of the Project Management Office



Position of the Project Management Office

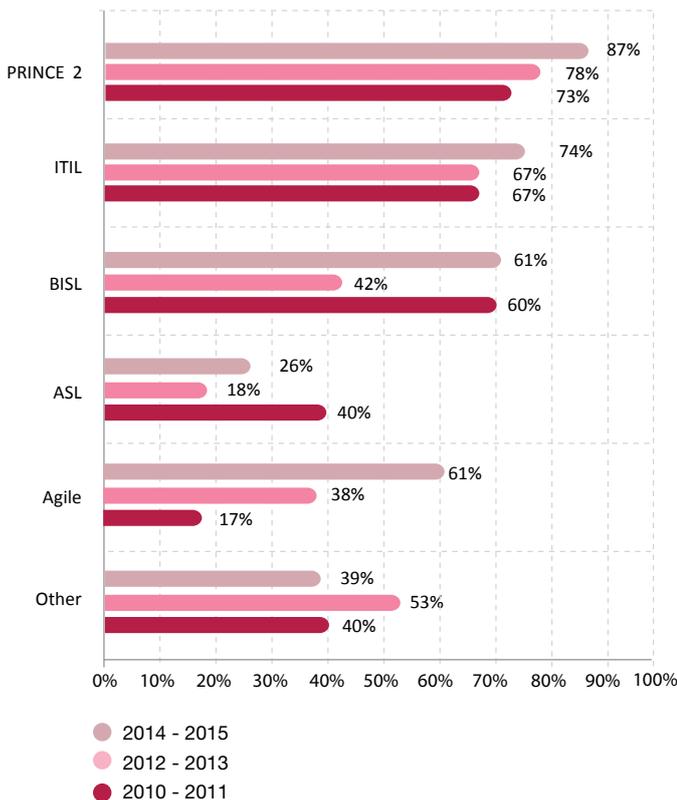
The PMO, focusing on the support to project execution from start to finish, is concentrated around BIM and IT. From our respondents 68% do have a PMO in place. For those organizations the PMO is positioned within the IT department (at 29%, so +16%) and a steady number of PMO's at the BIM department (small increase, now at 13%). From possible causes for these numbers, like maturity of the organizations or perceived significance there is no statistically acceptable evidence to pinpoint the actual cause. This subject too would be interesting to investigate in more depth during our next survey.

For now it is apparent PMO-support strongly comes from within the IT department.

Business Information Management methods & tooling

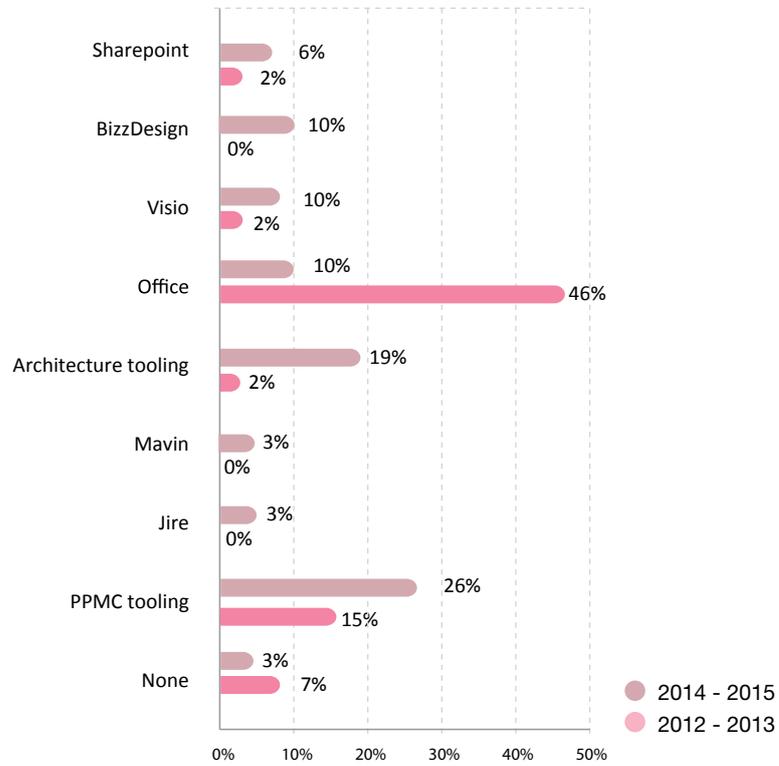
When gaining a valuable and recognized position in organizations, domains and functions also come with methods and tools. On top we find the focus on project management by means of PRINCE2 (at 87%, an increase of 9%). The second best, somewhat surprisingly, is ITIL (at 74%, showing an increase of 7%), which clearly shows the still strong connection between the Business Information Manager and the design, implementation and application of service management processes and services. It would be interesting to validate which of the ITIL-V3 domains are in scope for the Business Information Manager, so please see our next survey for that one. Third best is BiSL, which remains in position at now 61% to provide the foundation of the BIM domain. ASL, having a stronger focus on the actual management of the applications and consequently should be part of the IT domain, has a considerable lower score at now 26%. A strong, striking increase is demonstrated for Agile (at 61%, so +23%). As the Agile way of working has an extensive influence on the ways to cooperate between Business, Business Information Management and IT, this does not come as a surprise.

Figure 3.19: Applied methods



When it comes to tooling, Office has been the default suite to be applied by Business Information Managers for a long time. The growth in maturity of the domain however comes with increasing availability of dedicated tooling and the use of tools which also align with the BIM domain. The survey does demonstrate this development by the strong reduction in use of Office (down 36%, now at 10%), the strong increase of the use of Architectural tooling (at 19%, so +17%) and the use of Projects and Portfolio Management Centre Tooling at the top position with now 26% of the respondents making use of this type of tooling.

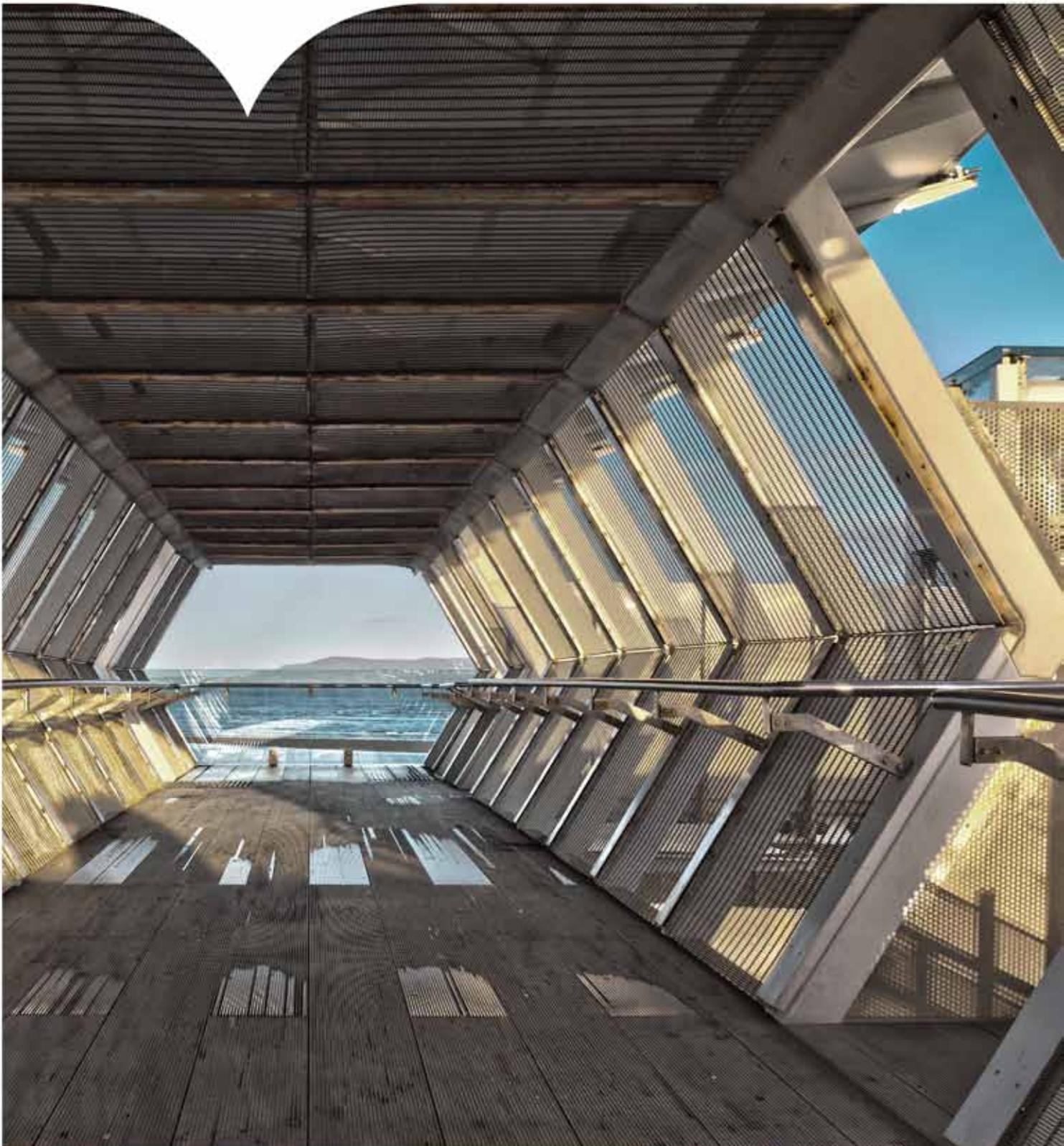
Figure 3.20: Applied tooling



Conclusions

The position of BIM as reflected by the roles and responsibilities of the Business Information Manager, is becoming increasingly well-situated, used and respected. Gaining age, addressing the real BIM issues and leaving the others to either business, board or IT, does provide the opportunities to deliver added value to the organization.





4 | BIM Issues

BIM Issues

What problems and challenges do you see in your role as Business Information Manager within your organization?

What keeps an Business Information Manager awake at night? This question was again put in this year's survey. Another question also returned: "From which department do you experience the most pressure?"

Figure 4.1: A comparison of the survey of 2010-2011, 2012-2013 and 2014-2015 of the BIM challenges

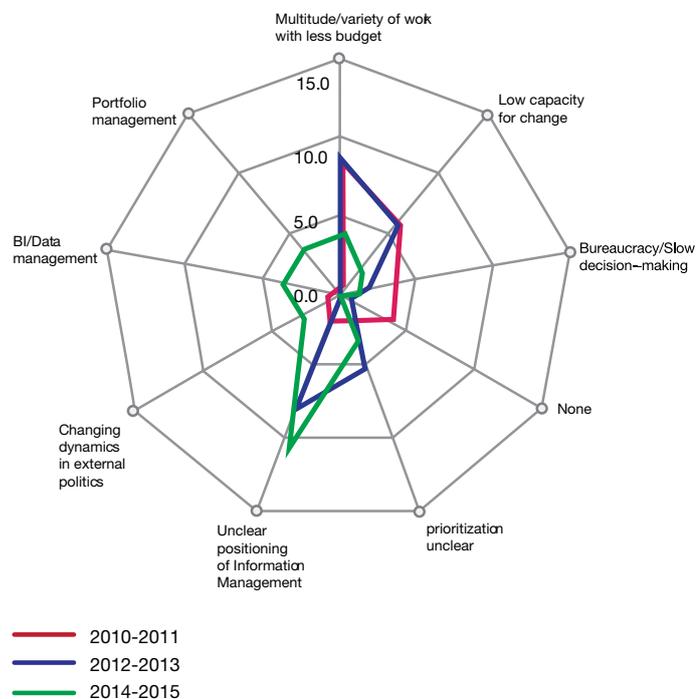


Figure 4.1 shows at a single glance the difference between the responses of the three surveys. And give in this way an interesting view point of the shift of concerns over the years.

The percentages in the text below are the percentages of the responses that have been given this year.

We asked what Business Information Managers are most concerned about, and we received different answers. The main issue is the unclear position of BIM within the organization (32%). There is no clear answer to the question: Are Business Information Managers part of the IT department? Instead, it is a trend that Business Information Managers are part of various departments and their position is not sufficiently defined in most of the organizations. This problem has been reported in previous editions of the survey and it still continues. Another big concern that, compared with the previous survey, hardly has changed is the variety of work that needs to

be done with a shrinking budget (12%). Perhaps this has to do with the increase of tasks that occurs from Portfolio Management (a new concern in this list). Additionally, there is an increase of the unclear prioritization of Business Information Managers; it is not always obvious which task they should do first. This may have something to do with the ambiguous position that most Business Information Managers have. Looking at the concerns about the capacity to change in organizations, we see for the first time a decrease. Compared with previous surveys, it is now indicated by 15% of the respondents that there is a problem at hand. This was 36% in 2010 and 2012.

New on the list are the precautions to keep track of the project portfolio. Projects and programs swallow an increasingly large part of time of an Business Information Manager. In the chapter on BIM Function it has already been stated that for the first time Business Information Managers are responsible for drawing up the project plan and Business Case (71%). Also new are concerns about new developments in the field of Business Intelligence (BI) and Data Management. BI offers companies many new opportunities, unfortunately it is not always immediately clear what a Business Information Manager has to do with these new developments.

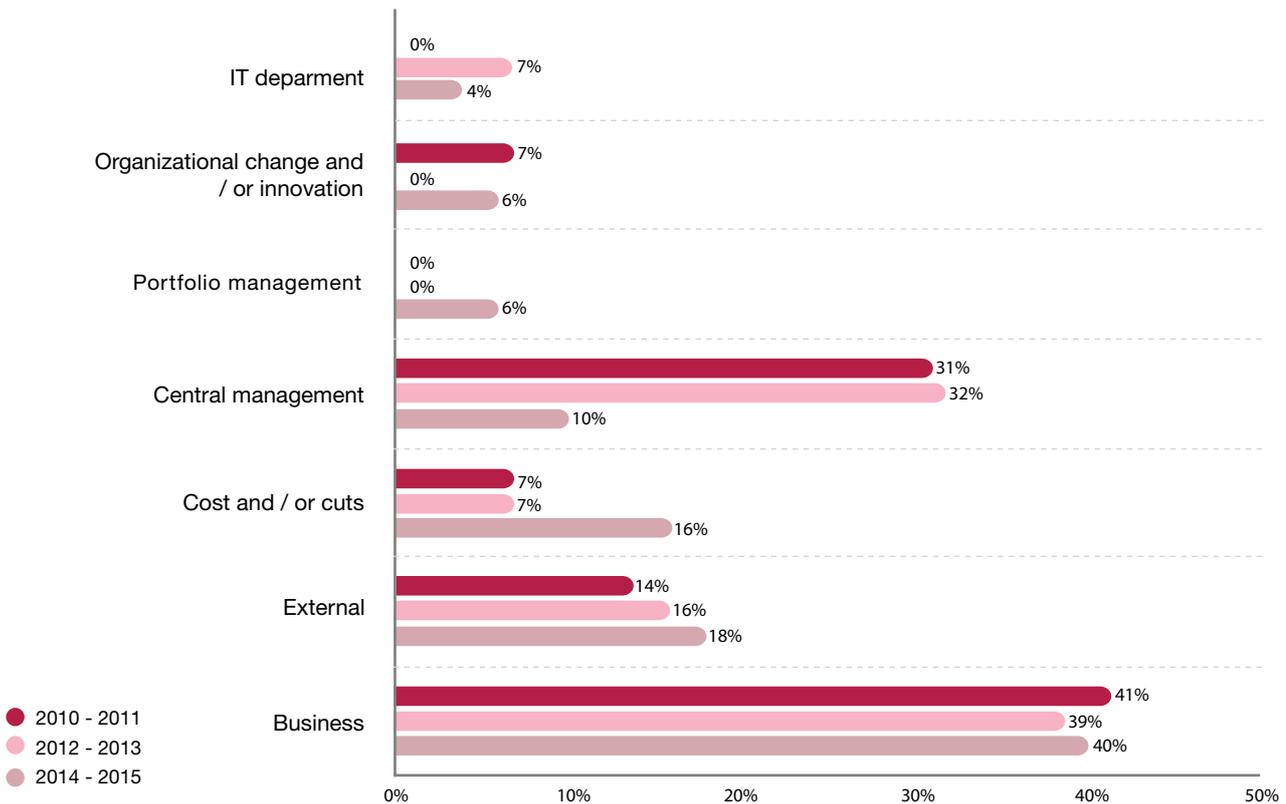
For the second year in a row, Business Information Managers experienced fewer problems due to bureaucracy and slow decision-making. This may be because the decision has already been taken at an earlier stage, namely at the beginning of the program. But it may also have to do with the rise of Agile working in which decisions are being split into smaller pieces and therefore seem to be taken more quickly. Another explanation is that BIM increasingly takes on the role of adviser, and is thereby less restrained by bureaucracy.

It is striking that Business Information Managers themselves feel that their position in the organization is not clear. While in Chapter 3 Roles BIM it is concluded that indeed BIM is positioned in the right place in organizations. Evidently, the Business Information Managers here still worry about this. The question now is how to explain this feeling. A possible explanation of this unclear position can be found in the increase in Agile work within organizations. See the chapter on BIM Maturity where 61% of respondents say that they work according to Agile principles. Another explanation can be found in the fact that the Business Information Manager increasingly acts as information consultant and is therefore not bound to a single department. A third explanation can be found in the increased number of projects where the Business Information Manager contributes at the same time.



Which department provides the most pressure?

Figure 4.2: A comparison of the survey of 2010-2011, 2012-2013 and 2014-2015 of the departments where most of the workload of work comes from



Visible again, compared to the results of the two previous surveys, is that Business Information Managers experience that most of the workload is coming from the business. This pressure continues to remain at this level (41%). A visible increase is caused by the desire of the management to save and cut back (16%). There could be causality between those two claims. Because there is less available budget for the business, there will be increasing pressure on BIM. There might be less budget and fewer resources available, but the work that needs to be done, does not decrease proportionately.

The pressure caused by changes in the organization re-appears in the list of given answers. In a changing organization the pressure on BIM increases. Especially in a changing organization the availability of information is vital to the business.

There is an increasing pressure from outside the organization. An example is the increasing pressure that arises when governments intensify cooperation with each other. To allow external information exchange internal information provision must be in order. There is a visible decrease of pressure on the part of the Board of Directors. There may be a correlation between this decline and the increase of pressure from outside the organization. In that case, pressure from the Board of Directors, is replaced by the pressure of cooperation with partners. The last finding of this study is that the IT department creates less pressure.

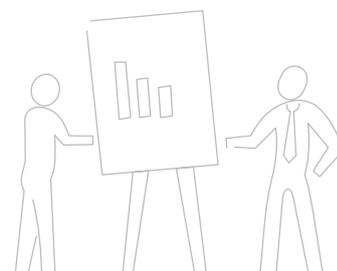
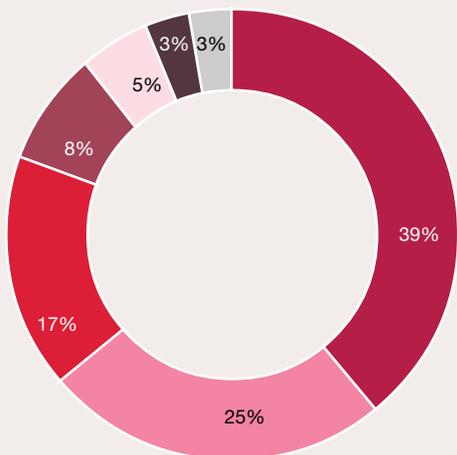


Figure 4.3: An overview of stated ambitions for the future



- Professionalization / better position in organization
- Better collaboration between business and IT department
- Portfolio management / benefit tracking
- Cooperation the level of organization chains
- Innovation

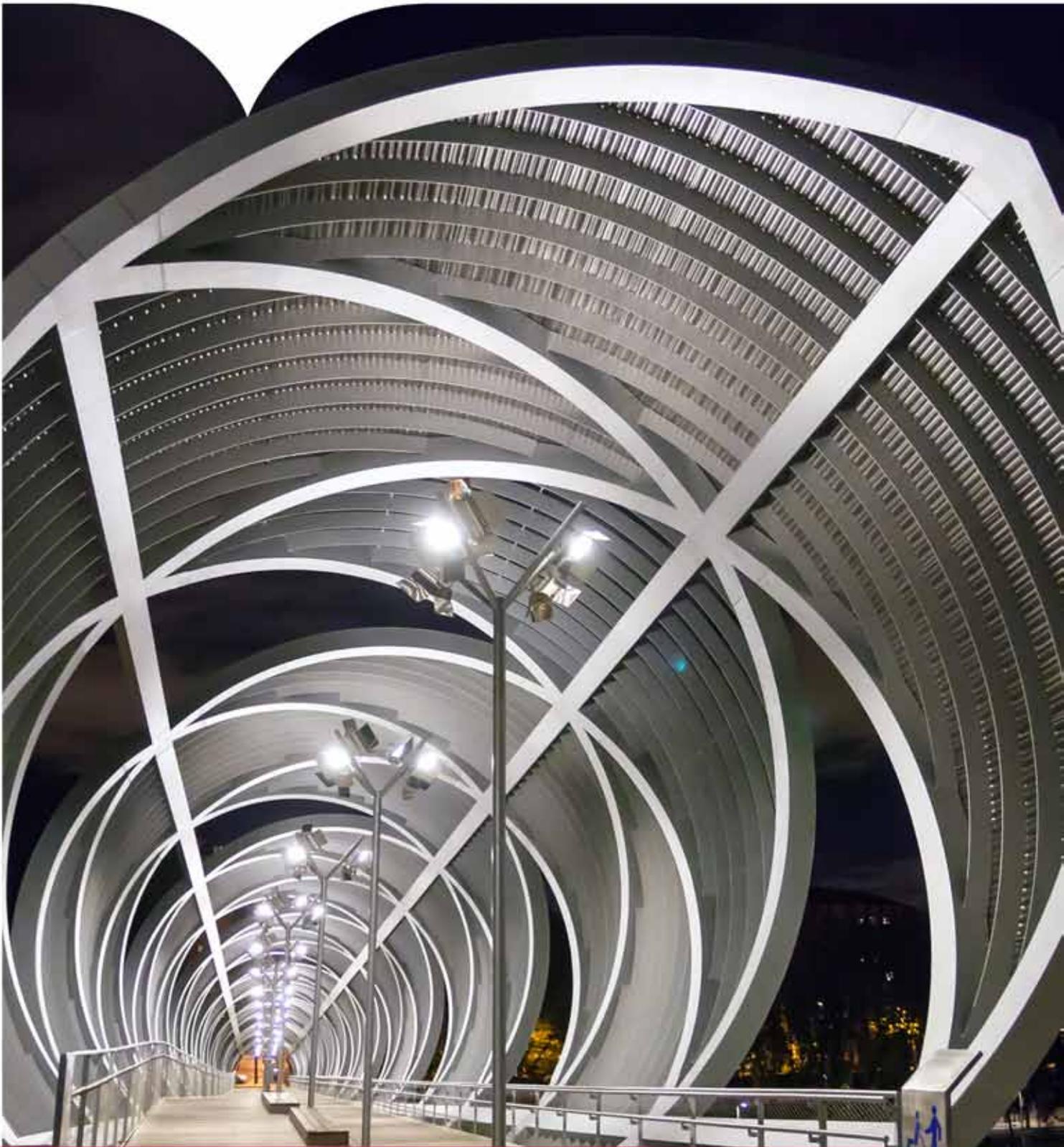
What ambitions does your organization have for the future?

The three major ambitions of the 2014 - 2015 survey hold together a majority of 77%. The main ambition is a clear position of the Business Information Manager. It has already been mentioned several times. At this moment BIM has not always given a clear position, there are already valid statements. Nevertheless, some of the Business Information Managers (39%) wish the position becomes clearer. A second major ambition is the achievement of a better cooperation between the business units and the IT department (25%). As previously described in this section, BIM gets most pressure from various business units, and the IT department is no longer seen as the single point of pressure.

A third major ambition is to improve the Project Portfolio and to get more insight information from benefit tracking of completed projects (17%). This is important because organizations are increasingly working in projects and programs. A thorough overview of all projects (ongoing, completed or initiation) is essential. A clear project portfolio and benefit tracking may help to reduce the pressure. A more modest ambition is a better cooperation with companies that are working in the same public or private sectors (8%). Perhaps it's not necessary to articulate this collaboration in an outspoken ambition, as stated earlier; there is an increase in cooperation with other organizations.

The ambition to cut back additionally has not come forward. Maybe it is not necessary, because the Business Information manager has already been put under pressure by the organization to save, so it is not necessary to make a separate ambition. The last finding in this chapter is that the ambition to keep more involved with innovation in the near future is not particularly marked (3%). Please read more about it in the next chapter on Innovation.





5

Innovation

Organizations and innovation

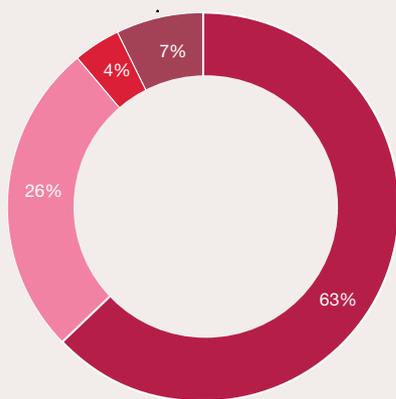
In *Top Strategic Predictions for 2016 and Beyond: The Future Is a Digital Thing* Gartner states that by 2018 20% of all business content will be authored by machines and in parallel of this six billion connected things will be requesting support. It is even stated that by 2018 50% of the fastest-growing companies will have fewer employees than instances of smart machines and by 2020, autonomous software agents outside of human control will participate in 5% of all economic transactions. Now, this means that small to even disruptive business thinking and changes are required, heavily integrated with IT solutions.

However, looking at the outcome of our questions on innovation we conclude the most of the interviewed Business Information Managers (44% + 37%) consider their organizations as not traditional, but at the same time we can conclude that most of these Business Information Managers (63% + 26%) consider their organizations sincerely not focused on innovation.

This shows that business will have to find their directions into innovation and be more and thoroughly prepared for (disruptive) business thinking and changes.

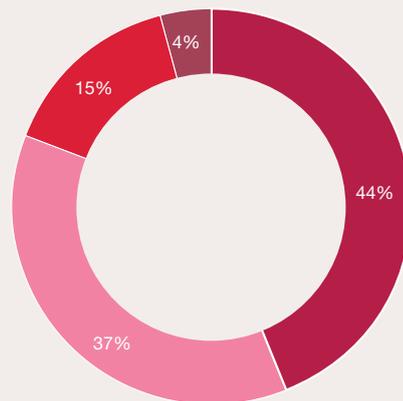


Figure 5.1: Innovation focus



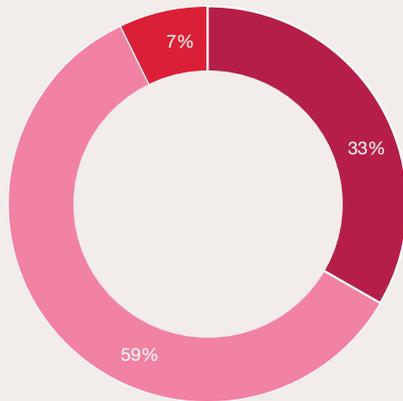
- None to little
- Moderate
- Satisfactory
- Much

Figure 5.2: Traditional



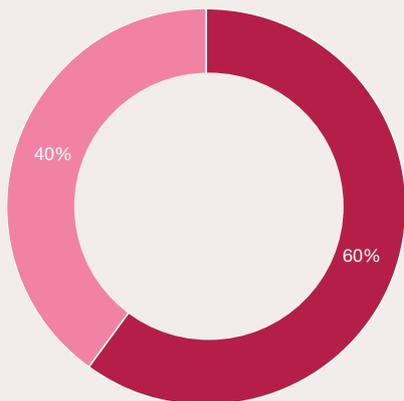
- None to little
- Moderate
- Satisfactory
- Much

Figure 5.3: No-nonsense



- None to little
- Moderate
- Satisfactory
- Much

Figure 5.4: Innovation support



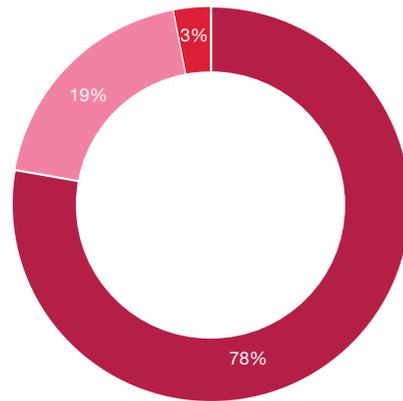
- None to little
- Moderate

Earlier in this survey it shows that only 3% of the Business Information Managers and/or their organizations consider innovation to be one of their ambitions. On top of that, none (!) of the interviewed Information Managers think that IT is supporting the organizations with innovation. However, as we have seen on page 24, organizations are implementing changes and Business Information Managers are supporting these. 94% of the Business Information Managers point out that these changes are done in an Agile way.

On top of this 78% of the Information Managers rank their organizations as none to little engaged in entrepreneurship, innovation and taking business risks.

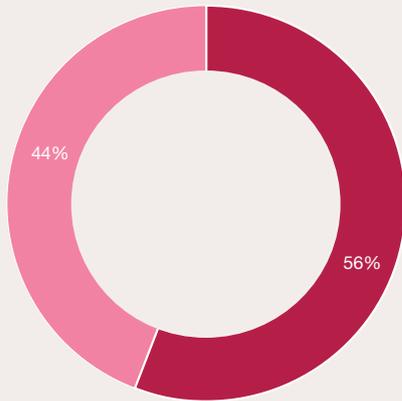
Asked about what they think of the no-nonsense mentality within their organization, only 7% of the interviewees consider the mentality to be at a satisfactory level and even 0% at a level Much. That could mean that they consider their organizations to be a hidden breeding ground for entrepreneurship. And this entrepreneurship is needed because all the interviewees consider their organizations having none moderate competitive power! Also they consider the incentive to grow and to be more Agile than the competition to be completely to Moderate level

Figure 5.5: Entrepreneurship



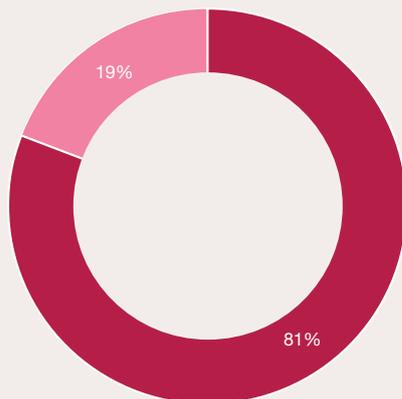
- None to little
- Moderate
- Satisfactory

Figure 5.6: Competitive power



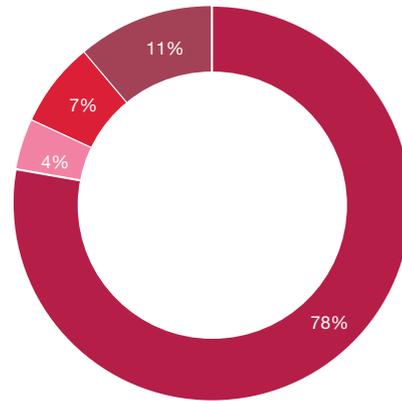
- None to little
- Moderate

Figure 5.7: Growth: Sweep the market and being more Agile than competitors



- None to little
- Moderate

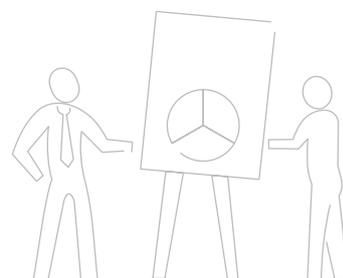
Figure 5.8: Optimize operations



- None to little
- Moderate
- Satisfactory
- Much

Interesting though is that regarding our question how the interviewed Business Information Managers think IT is supporting their organization, 89% (78 + 4 + 7) consider this to be support just on operational optimization.

The survey clearly shows the Business Information Managers are more and more reporting to business, specifically business unit managers. As this survey also shows for the Business Information Managers IT is not the area for special attention anymore. It is easy to assume their focus will be more on business, the business processes and the IT support of these. This could imply that in aligning the business with IT from BIM perspective and in their quest to position BIM in their organizations, the Business Information Managers might be a bit of too much working from business perspective and less on IT perspective.





6

Conclusions

Conclusions

BIM maturity is growing for the third time in a row: More interviewed organizations are regarded to be more EIM mature. Nevertheless, positioning BIM is still one of the biggest concerns of BIM itself. A possible explanation of the unclear position in organizations can be found in an increase in the Agile way of working within organizations. The pressure created by changes in the organization re-appears in the list of answers that BIM gave.

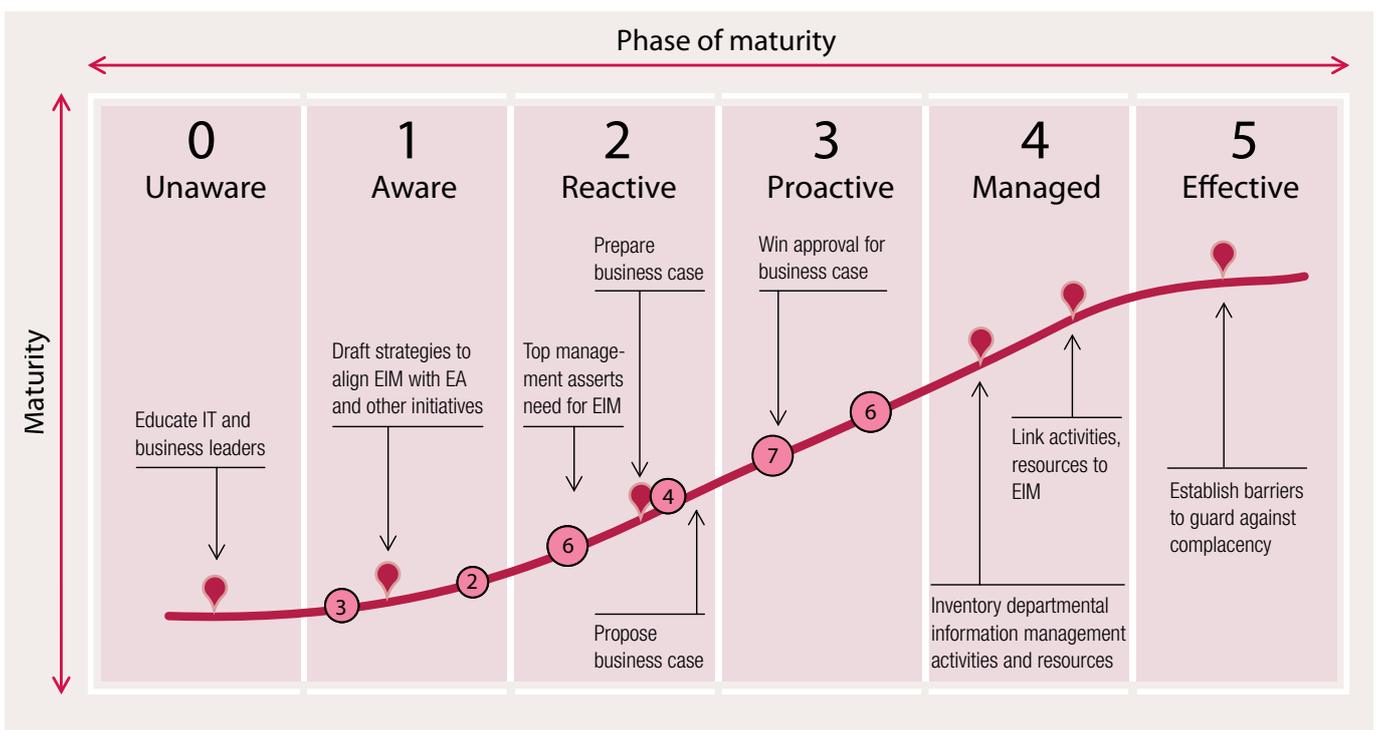
BIM is also more accepted within the interviewed organizations, focussing on the information planning and information security as well as on information quality. What attracts attention here is the fact that the percentage of organizations with information architecture more than doubled, while organizations with information governance processes in place almost quadrupled. Especially information security gained a lot on focus.

Completely in line with this is the fact that Business Information Management is the top priority duty for the BIM role, followed by Professionalization of Demand and Portfolio Management. Interesting too regarding the BIM duties is the strong decrease of Solving Operational Issues (19%, which is -16% against the previous survey) and the increased attention for Quality Assurance (68%, an increase of 22%).

Within Portfolio Management the subject “Draw up Project Brief and Business Case” immediately shows a high score of 71%. This is in line with the continued high focus on “Monitor project portfolio” (at 71% only showing a slight decrease), being both subjects concerning initiation of projects by BIM. Portfolio Management is, next to BI/Data Management, one of the biggest concerns of BIM. Bureaucracy and slow decision-making are no longer a concern!

With BIM being more accepted the BIM role changes: It is becoming more and more a solitary advisory and decision supporting role to (business) management with less hierarchical employees within BIM organization and consulting to different organizational units. The BIM role is also more and more positioned as advising to tactical management. The higher the degree of maturity of an organization, the less FTE is needed to significantly position the BIM function. The ambition for the BIM function is not only focussed on improving Portfolio Management but also on a better BIM position and better collaboration between business and IT. It is kind of striking that not one of the organizations have a focus on Innovation. More than that almost all Business Information Managers consider their organizations not competitive and IT not supporting Innovation.

Figure 6.1: The Gartner BIM Maturity Model







Looking at the used methods in the BIM function the survey reveals a large increase in use of Agile, together with BiSL (again). Nevertheless PRINCE2 as a project management method still holds an increased number 1 position in that list. The large increase of use of Agile leads to the conclusion that BIM's future is with the business adapting more kinds of governance (Innovation Governance, Transformation Governance and IT Governance) and BIM being able to support and implement these kinds of governance

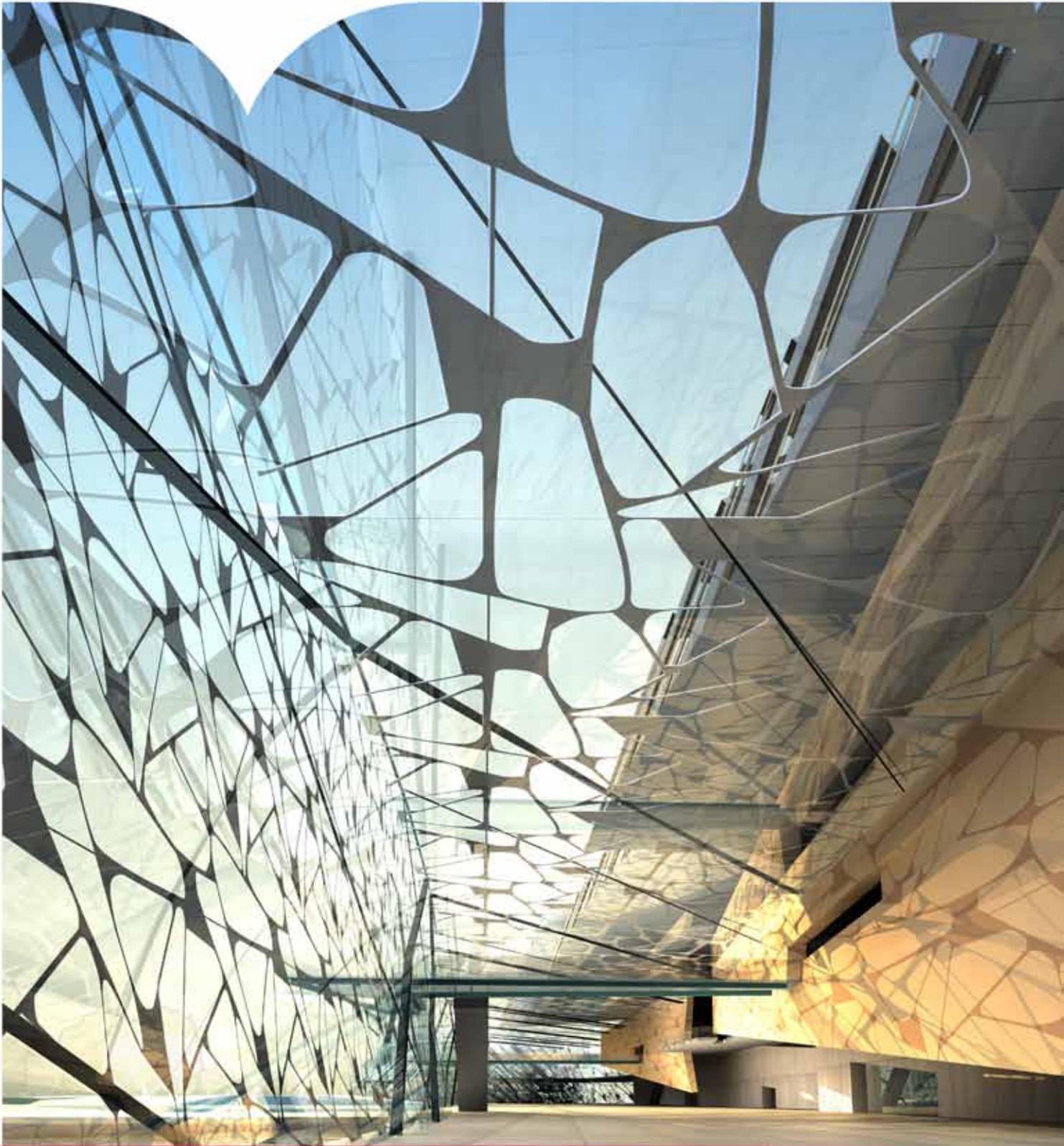
With Project Management the most used method within BIM, this survey shows that only 6% of the organizations execute projects with high scores (75% - 95%) on the level of success for "on time" delivery. This is a decrease of 36% comparing with the 2012-2013 BIM Survey. However the speed of starting up projects and realizing the expected business case results improved a little since last survey.

Furthermore regarding Project Management, when looking at the BIM budget, still most of it is spent on maintenance: 68% of companies indicate spending 60% to 80% of their budget on Management, Sourcing and Run and the rest of Projects, Development and Innovation. This contributes to the conclusion that Innovation is still not a focus point of business and BIM.

Continuation

Based on the outcomes of our BIM Survey and the application of Gartner's Enterprise Information Maturity Model (EIM), Capgemini is in the process of defining a Capgemini BIM maturity model that not only includes data management but also other aspects of Information Management. Aspects like collaboration, communication, competences, will be more explicitly included and will depict a more complete and truthful maturity picture of BIM within organizations. This is why we also included a chapter on the future of BIM. In that chapter we conclude BIM will have to be engaged into making the IT landscape more adaptable to change and work from different kinds of governance (Innovation Governance, Agile Business Governance and IT Governance), of which Agile Business Governance for now would be the most important one.

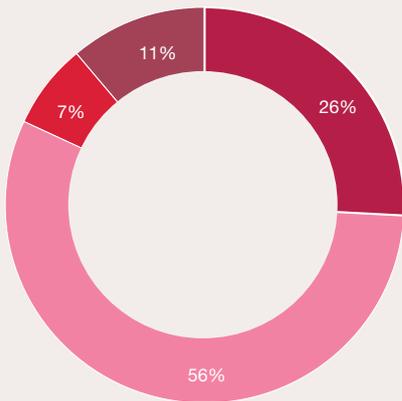




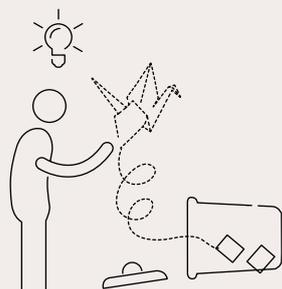
7 | Future of **BIM**

BIM's future: drive Agile business transformation

Figure 7.1: Predictability and stability



- None to little
- Moderate
- Satisfactory
- Much



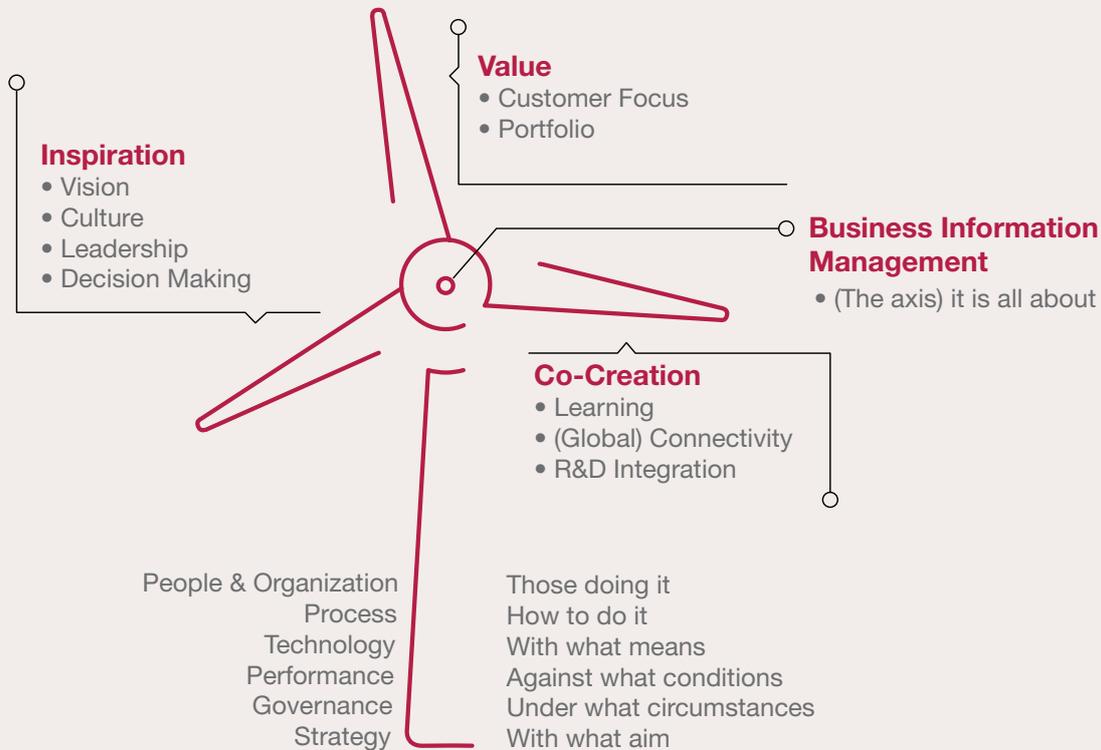
Being innovative and flexible to react quickly to changing market conditions is more than ever key to stay ahead of competition and retain added value in the market. Cost pressure furthermore requires efficient operation at the same time. The outcomes of this BIM Survey depict a complete different picture: innovation or to be innovative are not important ambitions to the interviewed organizations. The survey shows that Business Information Managers experience far less bureaucracy within their organizations and even 94% of the Business Information Managers have stated that changes are being managed in an agile way, but 56% of the interviewees consider their organization predictable and stable at a Moderate level, while 26% even consider that level to be None to Little.

A first conclusion is that organizations seem to have found the answer to being flexible in getting more Agile, especially when it concerns application development and application management. Also the fact Business Information Managers are no longer considering bureaucracy to be a constraint anymore might point into this direction.

Becoming more Agile as an organization, mostly requires changes to the way the organization is setup, both in its structure, its way of working (work processes) and even more in the way of thinking. This requires a well-structured and unified operating model. From an IT perspective the application landscape must be made more Agile (typically more modular and configurable) and the innovation processes must be optimized by reducing functional stovepipes and handovers in the process and furthermore fiercely automating of IT processes (e.g. automated testing and deployments of releases). As current application landscapes are not so modular and configurable, massive and complex transformation programs are being defined and executed to restructure these landscapes or replace them by new ones.

Nevertheless these transformations are complex. Top-down design and governance stretches organizations' capabilities to oversee the complexity. After an enthusiastic start many of these transformations come to a hold, are slowed down, are restarted over and over. Working in an Agile way seems to be the answer and of course Agile teams provide many advantages. However, the initial success of Agile IT development teams lead to the creation of more teams. Proper implementation of dependencies across teams supports the team autonomy (i.e. allows them to work with more dedication on the product in their primary scope instead of coordinating amongst each other). Though Agile teams would dislike it some Agile

Figure 7.2: Organizational dynamics windmill



Governance should be in place to put some guidance to these transformations. BIM should have an important role in defining and implementing a more Agile application landscape and in putting the governance in place to manage innovation, transformation and maintenance processes and organization.

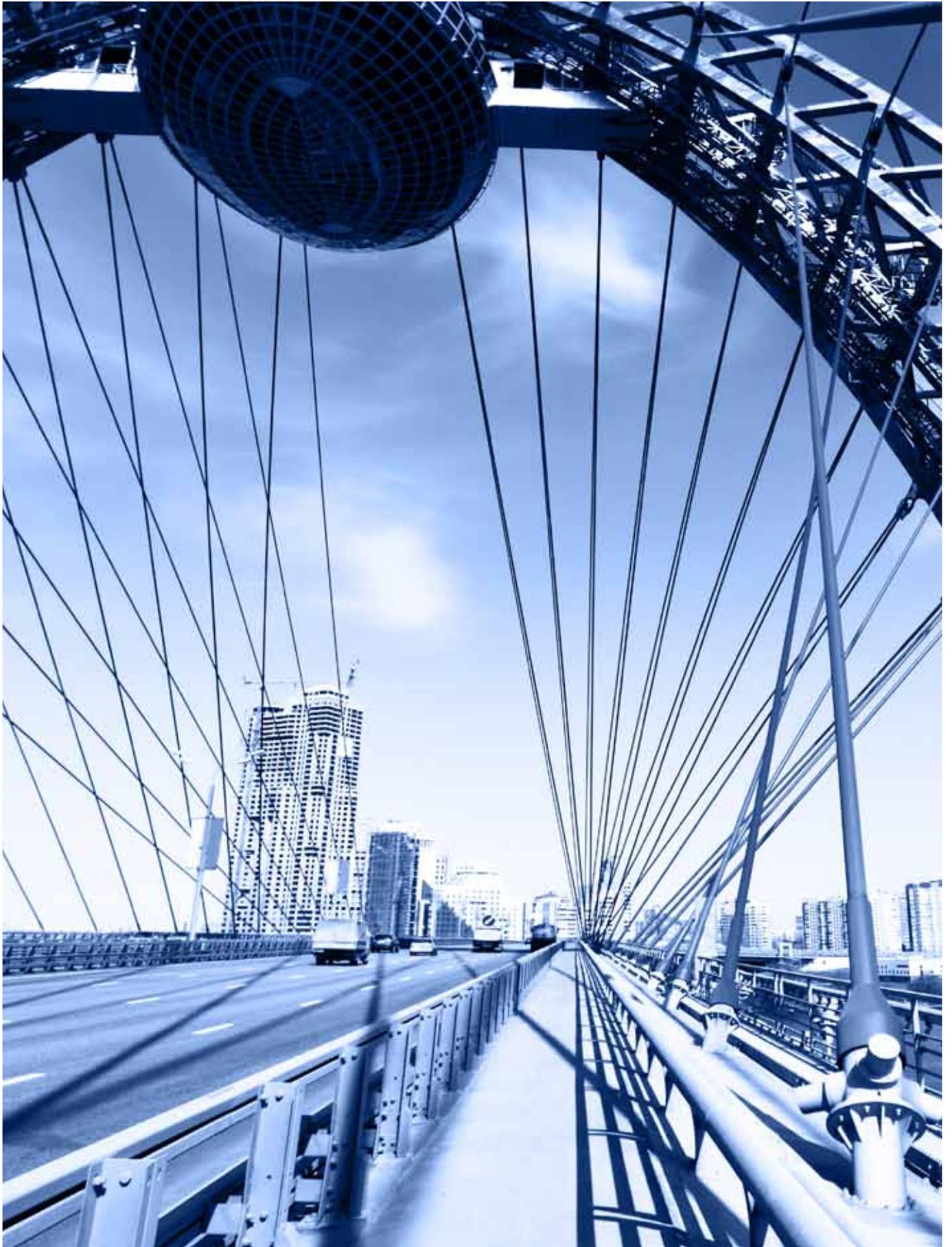
Question is how to implement sufficient governance across the teams without destroying the advantages that Agile brings at the team level, but at the same time ensures that the overall guidance is taking place. To put this in a more context we refer to the Capgemini windmill. In the windmill the stand represents the existing IT maintenance organization, to which success factors people & organization, IT processes, technology, performance, IT governance and IT strategy apply. The wings of the windmill represent the innovation drivers, the most important ones being inspiration, value and co creation. These drivers were also input to the used questionnaire for this 2014-2015 BIM Survey.

The upper innovation part of the windmill should depict a more Agile and differently governed way of working and could be seen as an opposite way of working in the existing IT organization. However, in a world where organizations have to get more innovative and flexible these different ways of working should be aligned. The outcomes of the survey clearly show Business Information Managers are not involved in innovation, clearly because there is no business need or requirement to be so. However, innovation will become more important and BIM should be prepared to play its role in aligning IT to innovation. It looks like an underestimated area

within organizations today!

In traditional IT governance a number of activities are being deployed to make complexity manageable like information and IT strategies and architecture, Portfolio management, (Business) Analysis for impact analysis, work breakdown and overall planning, Release planning, Contract Management and Service Management. All these activities should be more focused and structured around information. Information governance will be or already is key in innovation governance, transformation governance and traditional IT governance. Clearly this third edition of the BIM Survey reveals a huge gap between business and IT in the area of innovation and that there's still a huge task and opportunity for BIM to support or even drive this Business IT Alignment!

To support large scale transformations, an Agile governance structure is required to facilitate teams in their autonomy. This survey reports that Agile is considered to be a moderate to very important topic in 77% of the organizations and that in 61% of the organizations Agile/Scrum is one of the methods within the BIM domain. Defining the extension of this Agile governance is a balancing game however: too little governance and the teams get lost in complexity, too much will seriously constrain the Agile teams and complexity will rest on few shoulders. Getting it right is a huge responsibility. The success of transformations will to a large extent determine the success of the company in the market place or even the future of the organization. Driving this Agile Business Governance in combination with Innovation Governance and IT (4IT) Governance is where BIM's future could and should be.





8

Appendix

Appendix

Background

Good alignment of the IT with the business processes is very important. This is due to, among other things, the growing dependence of business processes on IT and the outsourcing of IT. Aligning these two business components is a difficult task, however. If they are not optimally aligned with each other, a gap can arise between the business and IT. In order to bridge this gap, organizations are set up in a demand-driven manner. The manager of this so-called demand-driven organization is usually the Business Information Manager. This role takes different names in different organizations.

This report describes how organizations have set up Business Information management (BIM). Where is the Information Manager positioned in the organization and with what issues is the Information Manager confronted? This information enables Capgemini to support its customers well in the strategic and tactical choices they will have to make in the future.

Confidential

All information provided to the research team will be treated with the strictest confidentiality. The answers given will only be seen by those directly involved in this survey. The answers will be incorporated in the research report in anonymous and aggregated form. The research report will be provided to the participants.

Theoretical models

Many Dutch organizations have implemented the position of Business Information Manager. This position is usually found in larger companies with complex organizational and information issues. Business Information management was positioned in the organization by Maes (2003) more than ten years ago.

A Business Information Manager is sometimes equated with the IT manager, who is responsible for the IT supply side. The Information Manager is situated between the business and IT, however, and links demand and supply using information and communication. Information Manager also has a role in fleshing out the structure of an organization. The structure translates the strategy into implementation and this organizational set-up is decisive for the extent to which organizations are capable of dealing with changes in a flexible way.

Figure 8.1 shows the playing field with the Business Information Manager relationships on the information management chart. Information management has to do with the central axes in the model and plays out on both the strategic and operational level. This IM chart is an instrument for exploring the situation in an organization and giving advice on designing the information management. The responsibility of the Chief Information Officer (CIO), and per business unit the Information Manager, is to set up the central axes and the relationships with the business and technology. An Information Manager also needs domain knowledge, since he is responsible for the use of information within the business. Depending on the Information Manager's position, he can occupy different roles. The extent to which information is regarded as an important resource and used efficiently differs from organization to organization. Gartner (2008) distinguishes five phases of maturity in the implementation of information management in organizations. Maturity models make it possible to show to what degree an IT organization has been developed and is geared to the questions from the business. Plotting an organization on a maturity model also shows in which direction an IT organization must move in order to become fully in control of processes. The model (figure 8.2) gives suggestions for targeted action for each level of maturity.

Figure 8.1: The information management chart (Maes 2003)

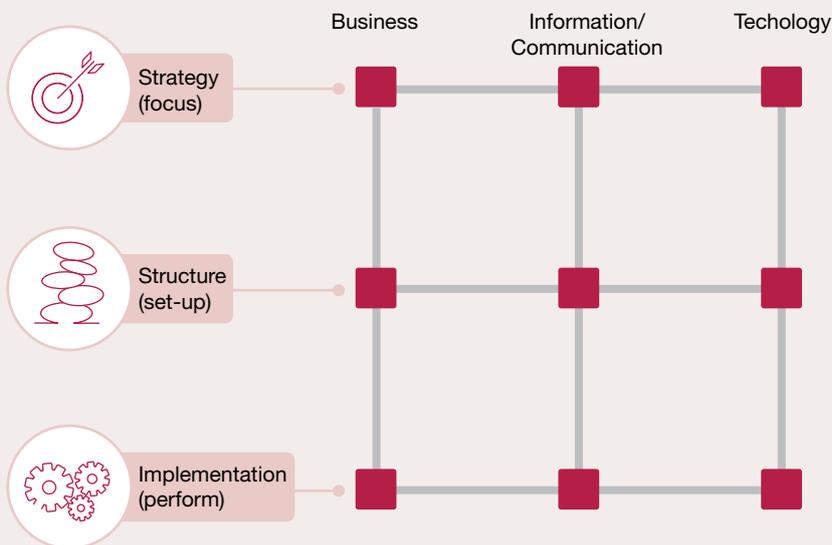
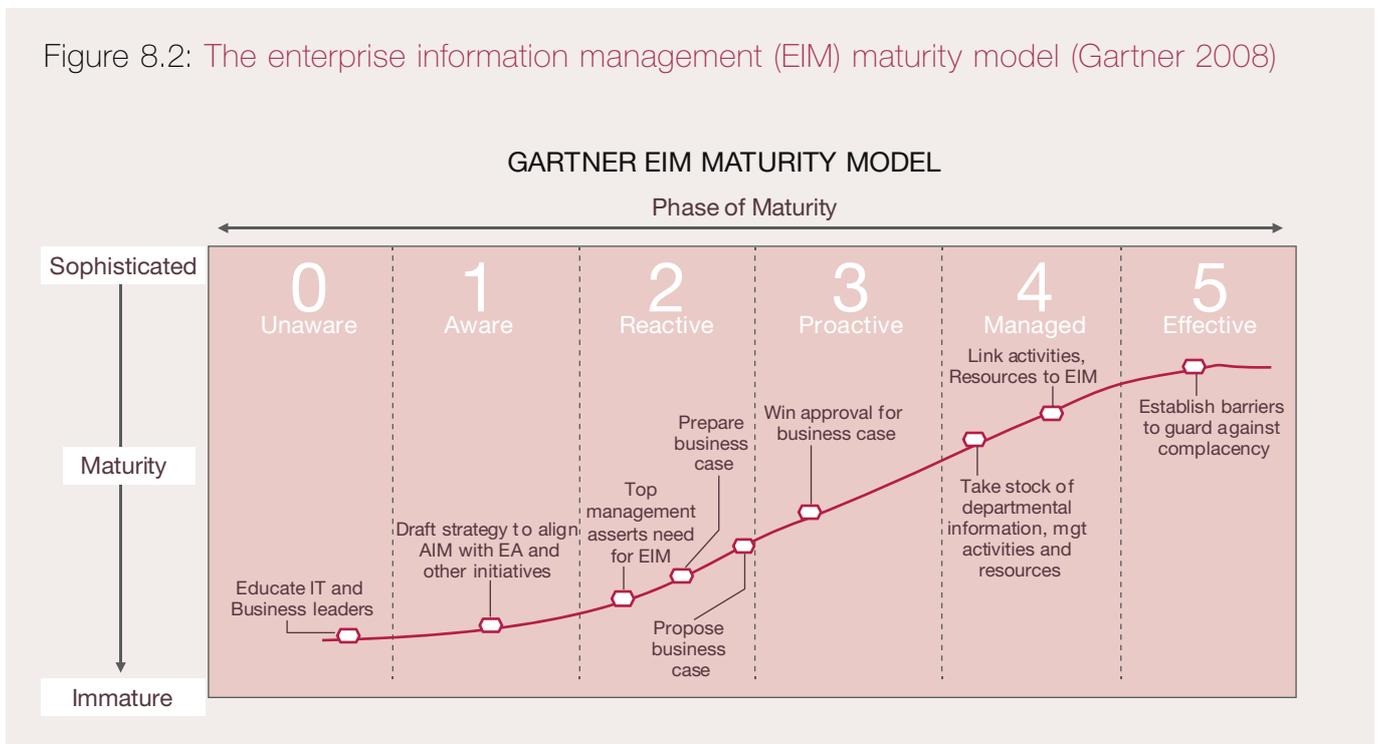


Figure 8.2: The enterprise information management (EIM) maturity model (Gartner 2008)



Definition of Information Manager

Information management is a reasonably young discipline, which is also evidenced by the fact that there is no unequivocal definition available for 'information management' or 'Information Manager'. The Ngi-NGN, the platform for IT professionals in the Netherlands, gives four different definitions of information management on its website¹:

1. Maintaining the information flows between the information systems and the business without the interpretation of these being lost.
2. The possibilities that the business has to steer and manage the use of the business resource of Information and the IT facilities derived from this.
3. The planned and controlled alignment of demand for and supply of information (systems) to help realize one's own organization's strategy. This is not the same as IT management = managing the supply of IT facilities/services.
4. Managing the relationship between the business and IT; the stronger the business and IT are allied with each other (= business-IT alignment), the more successful an organization will be in adding the value of IT to the business operations.

Although the definitions above mainly address the relationship between the business and IT and the alignment of demand and supply, Maes (2003) defines information management as a larger playing field. According to him, information management is the balanced management of the central axes in the framework mentioned above, and the relationships between the axes and externally. This means that information management is concerned with the translation from strategy to structure to implementation, but on the structural level also with the business and technology. The Information Manager therefore also needs domain knowledge and knowledge of technology. Depending on the positioning of the Information Manager in the organization, he/she can take on many different roles: information strategist, corporate strategy advisor, IT portfolio manager, organizational architect, business advisor and trend watcher. A practical fleshing out of the role of information manager is given by Op de Coul (2001). "The Information Manager - like the CIO1- has ultimate responsibility for the information provision within an organization; The Information Manager is, however, (also) an (advisory) staff position, sometimes as a member of the staff to a board of directors. The Information Manager draws up the draft information policy and has this approved by the board of directors. From the basis of the staff position, is responsible for the information provision in an organization. Draws up the information provision architecture and defines projects. The Information Manager sometimes also has a direct management role in the context of realizing the information provision; It is mainly larger organizations that have information

¹<https://www.ngi.nl/Afdelingen/Informatie-Management/Wat-is-informatiemanagement-eigenlijk.html>

managers.” The definition from Maes (2003) is used in this study, since this is the most encompassing definition of information management. This definition also best reflects the positioning of the information manager within an organization and the corresponding roles.

BIM assertions

Based on the questions above, we have formulated a number of assertions that will be discussed in this report.

1. Information-intensive organizations are more mature in terms of information management.
- 2a. In organizations with a higher degree of BIM maturity, the Business Information Manager works primarily in the role of corporate strategy advisor and trend watcher.
- 2b. In organizations with a higher degree of BIM maturity, the Business Information Manager works primarily as organizational architect and business advisor.
3. In organizations with a higher degree of BIM maturity, the Business Information Manager has a team in which multiple roles are represented.
- 4a. Business Information Manager in organizations that receive a low score in the EIM maturity model are focused on positioning BIM and setting up procedures.
- 4b. Business Information Manager in organizations that receive a high score in the EIM maturity model are focused on formalizing governance and enterprise architecture.
5. An Business Information Manager with responsibility for the project portfolio is more often capable of realizing projects within the stipulated time, budget and using the stipulated resources than an information manager without (responsibility for) the project portfolio.
6. An Business Information Manager with a budget is more successful than an Business Information manager without a budget.
7. More mature BIM organizations have a relatively larger maintenance budget (compared to the development budget) than immature BIM organizations.
8. Business Information Manager can play an important role in innovation within their organizations and can form a bridge between innovation and business as usual (exploration versus operation).

Working method

It was decided to collect qualitative and quantitative data in order to get as complete a picture as possible of the work of the Business Information Managers. In 2014, thirty interviews were conducted with Business Information Managers working at various customers of Capgemini. These interviews were conducted orally using a paper questionnaire. The questionnaires consisted of both open questions and closed questions. The interviews were then incorporated in a database and a start was made on analyzing the data.

Given the nature of the data, both qualitative and quantitative analysis methods were used for the analysis. A team of three researchers (three consultants) analyzed the interviews. First of all, it was examined per respondent to what extent Business Information management has been developed within the organization and how each organization can be positioned in the Gartner maturity model. Based on this classification, the next step in the analysis was started, which allowed the development of the Business Information Manager to be placed over time and any connections in development to be made visible. Based on the analysis, a profile of the information manager and the playing field in which he operates was also drawn up. For each assertion, analyses were then made so that the assertion could be either confirmed or denied. Finally, the results were plotted on the nine-field model in order to arrive at the positioning of the information manager within the organization.

Method for plotting organizations on Gartner's EIM model

The interviews were analyzed qualitatively and assessed on a number of topics. These assessments were compared with the characteristics of each level in Gartner's model. A classification of the respondents on Gartner's model was then arrived at. The topics examined were:

- Position of the Business Information Manager within the organization.
- Acceptance of Business Information management within the organization.
- Focus of Number of years that Business Information Management has existed within the organization.
- Number of years that Business Information Management has existed within the organization.
- Content of the work duties.
- Authorities of the Business Information Management.
- Set-up of Business Information Management within the organization.
- Innovation within an organization.



List of terms

Enterprise information management maturity

Gartner's enterprise information management (EIM) maturity model enables organizations to identify what degree of maturity they have reached in information management and what action must be taken to reach the next level (Gartner 2008).

Physical organization

An organization that uses a physical product or service to supply its core business.

Business Information Manager

The person in the organization who is responsible for managing the relationship between the business and ICT. The aspects of information management are elaborated in the information management chart.

Information management chart

The information management chart (Maes 2003) represents the work area of the information manager in an organization. Information management issues relate to strategy, structure and operations (vertical axes). Information management relates the supporting technology to the business, by means of information and communication (horizontal axes).

Information excellence

Information excellence is an organization's ability to use information optimally to achieve a competitive advantage.

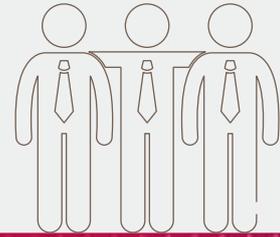
Portfolio item

An issue or priority of an organization concerning its information provision, which the organization views as one of the projects or programs to be carried out in the coming year(s).

Transaction-oriented organization

An organization that uses information to supply its core business.

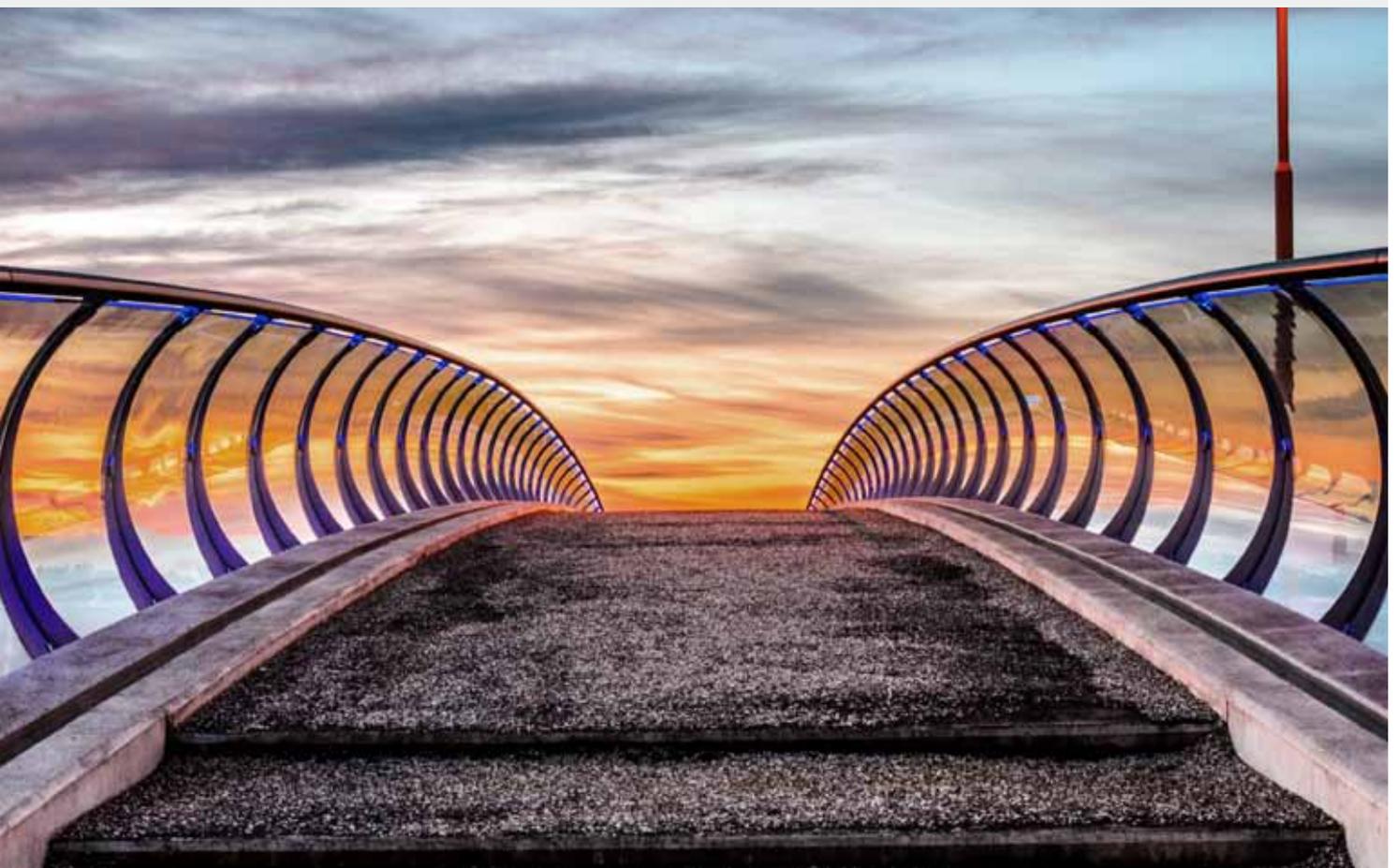




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Interviewees

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Tennet
Tennet
Thebe
Waterbedrijf Vitens
VUmc



Colophon

For more information on this survey, or if you would like to contribute to a next edition of the BIM Survey please contact:

Hans Pijnenburg

hans.pijnenburg@capgemini.com
+31 6 2900 7966

Jan Borsje

jan.borsje@capgemini.com
+31 6 5177 7364

Saskia Habraken

saskia.habraken@capgemini.com
+31 6 5548 5826

Capgemini Nederland B.V.

P.O Box 2575 - 3500 GN Utrecht
Tel. +31 30 689 00 00

Advice, design and production: Marketing & Communication:
Joke Achterberg, Nicole Hartung, Ashim Karmakar
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For more details contact:

Capgemini Nederland B.V.
P.O. Box 2575, 3500 GN Utrecht
Tel. + 31 30 689 00 00
www.nl.capgemini.com