

## **BIM and Lean Management**

**BIM is about being digital**

**Lean Construction is about being efficient**

**Can we be digital without being efficient?**

**Can we be efficient without being digital?**

When trying to think about this relationship... BIM and Lean construction... they are so complex issues in themselves, I think is a good idea going back to basics.

I hope you can agree that BIM is mostly about being digital.

Digital in a true, deep sense. Digital not only because we use software and do models, digital because we exchange information, reuse information, share information.

And Lean construction is efficiency also in a wide sense, not only profitable construction, but sensitive with people and with resources.

So let me pose a couple of questions to focus on the issue of this panel:

- Can we be digital without being efficient?
- Can we efficient without being digital?

Probably most of you here are convinced that these questions are rhetorical questions and the answer is:

**Of course not!**

Buy I don't agree. I think, instead, that the answer is...



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**Yes we can!**



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Yes we can. "*Rotundamente sí*", como diría Forges.

This is not a positive point of view. So I will explain why I think so, beginning with the second question:

Can we be efficient without being digital?

As you probably agree, Lean Construction ideas have much more to do with understanding human beings than with digital tools. It has to do with thinking, planning, reusing. Last planner technique is about human behavior, meetings, goals, communication....

What about the first question?



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Can we be digital without being efficient?

If we look back to the last twenty years, we have been using 2D digital tools everywhere . And there is a universal format for the exchange of data, DWG. All of us can use DWG. But what happens if somebody asks me for a drawing? I´d rather give a paper. If I can´t, they I will give a PDF. If I have to deliver DWG, I will.... explode blocks, I will remove or collapse any useful information, I will not use any standard convention for layer numbering....

Perhaps most of you think that this will not happen with BIM. But we human beings are very creative: do not take for granted that we are going to collaborate in the future, because we did not in the past.



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Let me now consider my field of expertise, cost estimation.

We have one of the best ecosystems for cost estimation in the world. We have powerful estimation software, like Presto (and not only Presto).

We have construction price databases, many of them. Actually, we are the first producer in the world. We have catalogs for construction products. And all of this resources share the same exchange format, FIE, used along thirty years by the entire industry.

But is Spain well known for our accuracy in cost estimates?

When I travel abroad and I explain my job I tell that my company develops and sells a cost estimation software. But then there are professionals that say, "...you haven't been very successful, haven't you?"

So, my conclusion...



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**BIM and Lean Construction will coexist in  
space and time**

**Artifact?  
Just by chance?**



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Being digital, or being BIM, means nothing by itself. BIM may be used for good or for bad. Digital tools by themselves could even create a big mess, the type of architecture which is difficult to analyze and difficult to build.

BIM, now, is not a vision anymore, BIM is mostly a market. People selling BIM because “BIM is so easy”, and the same people coming afterwards selling training and consultancy, because “BIM is so difficult”.

Please, professionals from Lean Construction, drive the way to the improvements.  
And rely on as few digital tools as possible.





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**Lean Construction is a world vision**  
**BIM is a market**