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RESEARCH ARTICLE

OCM PLAN REPORT ON RAMTEEJAY CONSTRUCTION COMPANY: DIGITAL VALUE TRANSFORMATION THROUGH BIM AND BRM

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Abstract

This managerial report presents a strategic roadmap for Ramteejay Construction Company's transformation from a conventionally structured, analog-driven construction firm into a dynamic, digital, and value-oriented organization. The transformation leverages two critical frameworks Building Information Modeling (BIM) and Benefits Realization Management (BRM) to optimize operations, align projects with strategic objectives, and deliver measurable business value across the project lifecycle. This shift is not only necessary, but also urgent. The West African construction landscape is rapidly evolving, with increased competition, complex regulatory environments, and rising client demands for transparency, cost control, and post-project benefits. Ramteejay's current As-Is state reflects fragmented processes, reactive project execution, and limited integration between departments. The firm suffers from siloed communication, suboptimal resource allocation, and an absence of performance tracking against strategic goals.

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To overcome these challenges, this report defines a structured Organizational Change Management (OCM) plan that incorporates:

- A visionary future 'To-Be' state where digital tools and strategic frameworks drive operations."
- A phased change model guided by Kotter's 8-Step Change Process to foster adoption and embed cultural shifts.
- A clear stakeholder engagement strategy, including a stakeholder management matrix.
- Defined roles and responsibilities within a Change Management Team and BRM office.
- Practical KPI-driven metrics, lifecycle tracking, Gantt charts, and visual dashboards.
- Transparent budget and resource considerations, ensuring feasibility and alignment with financial targets.

Moreover, the transformation focuses on people, processes, and performance. Training, knowledge-sharing systems, and feedback loops are integrated into the change framework to ensure sustainability. A culture of continuous improvement, supported by regular post-implementation evaluations, ensures that the transformation is not a one-time initiative but a long-term strategic direction.

Through this digital and strategic realignment, Ramteejay Construction Company is poised to become a regional leader in smart construction practices-able to adapt, deliver, and lead in a future defined by innovation and value delivery.

Introduction: -

The construction industry is experiencing disruptive digital transformation, and firms that fail to adapt to risk obsolescence. Ramteejay Construction Company, operating in West Africa, recognizes the need to transition to smarter, technology-driven project execution to remain competitive. This report presents a value-based organizational transformation that leverages BIM for project lifecycle integration and BRM to align outcomes with strategic value. The integration of these methodologies will allow Ramteejay to standardize processes, manage risk, and measure benefits, ultimately positioning the company for regional leadership.

This transformation is not simply a matter of technological adoption, it entails a fundamental shift in mindset, culture, and operations. It involves changing leadership, clear communication, training, performance monitoring, and a robust benefits realization structure that will ensure the organization stays aligned with its vision and remains adaptable to industry changes.

Vision

Vision Statement: To become the premier smart infrastructure company in West Africa by leveraging digital technology, strategic project alignment, and measurable benefits realization across the construction lifecycle.

The strategic vision is supported by clear objectives:

- Streamlining operations through digital integration
- Increasing project transparency and client satisfaction
- Driving long-term value creation
- Positioning Ramteejay as an innovation leader in construction

Key enablers for achieving this vision include investment in software (BIM and PVMS), stakeholder-centric transformation strategies, high-level executive support, and a cross-functional change management structure. The vision will be operationalized through clear project phases, measurable KPIs, and a culture of accountability.

Mission Statement:

To deliver innovative, sustainable, and digitally integrated construction solutions that create long-term value for clients, empower teams, and elevate infrastructure development across West Africa.

Current 'As-Is' State

Ramteejay's current operations are typical of many small-to-medium enterprises in the construction industry. Projects are planned and executed using linear workflows with limited coordination between departments. Communication is mostly manual, and performance metrics are collected sporadically. Teams often operate in silos, resulting in delays, scope creep, and poor resource utilization. Strategic goals are not well-integrated with day-to-day operations.

Current limitations encountered include:

- Redundant manual entries leading to time waste and data inconsistency
- Limited stakeholder visibility into ongoing projects
- Disconnect between expected benefits and actual project outcomes
- Absence of predictive tools for proactive risk management

A diagnostic assessment revealed that while the organization possesses motivated personnel and a solid project portfolio, its processes and systems are not aligned with the emerging demands of the industry.

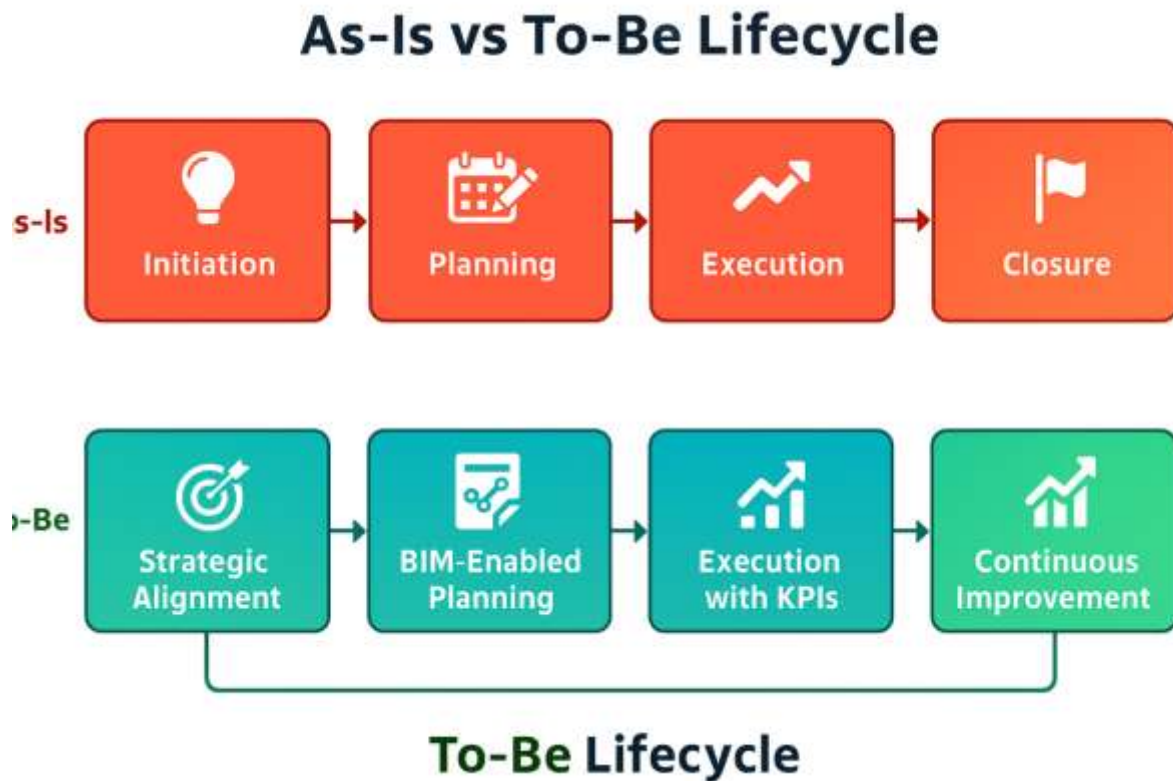
Future 'To-Be' State

The desired future state will position Ramteejay as a digitally enabled organization with tightly integrated systems and value-focused operations. BIM will enable 3D visualization, cost simulation, and real-time collaboration, while BRM will ensure that project outcomes are continually aligned with business objectives.

Key benefits expected in the To-Be State include:

- Improving the project forecast and early risk identification
- A digital project repository accessible across departments
- Measuring the alignment between the project results and strategic priorities
- Enhancing talent engagement and capacity building

Ultimately, the company will evolve into an agile, insight-driven, and customer-centric enterprise that continuously delivers stakeholder value.



Scope of Organizational Change Management

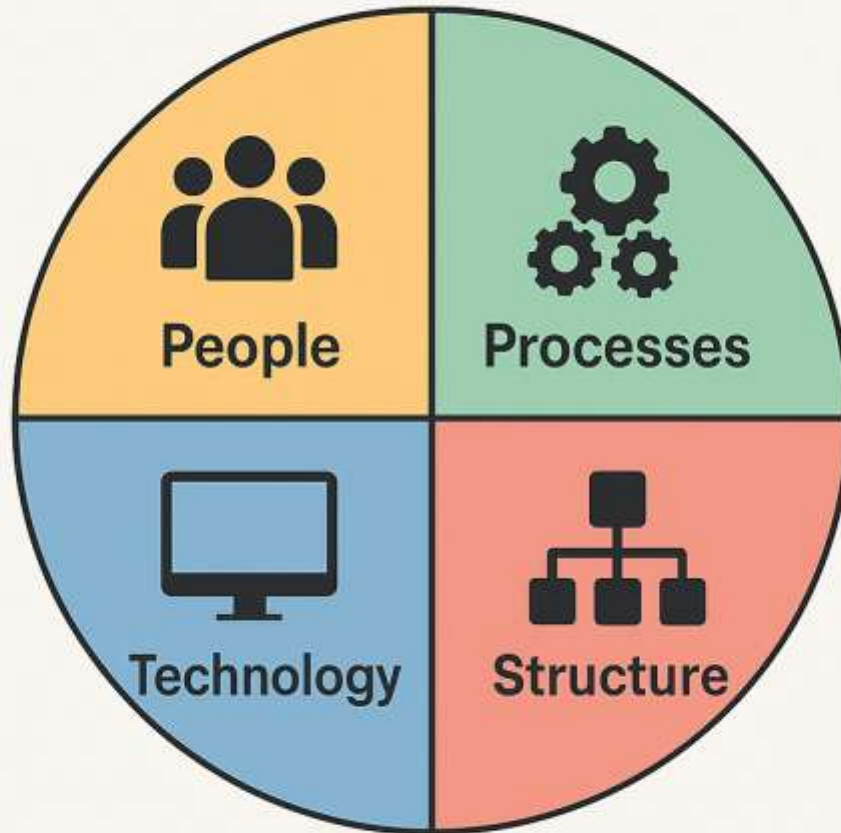
The scope of the Organizational Change Management (OCM) plan at Ramteejay spans every department and function that contributes to the execution of construction projects. The transformation is not limited to the adoption of technology; it encompasses structural, cultural, procedural, and strategic components that shape how value is created and sustained. The goal is to align organizational processes and people with the company's long-term strategic goals by embedding BRM and BIM capabilities.

Key aspects of the scope include:

- **Technology Implementation:** Integration of Building Information Modeling (BIM) and Project Value Management Systems (PVMS) across project teams.
- **Process Redesign:** Updating workflows to incorporate digital information sharing, real-time project tracking, and outcome-focused reporting.
- **Cultural Transformation:** Developing a culture of value orientation, continuous improvement, and accountability.
- **Training and Capability Development:** Equipping employees with digital skills and BRM knowledge through structured learning modules.
- **Governance and Policy Realignment:** Revising policies to reflect a value-based, performance-driven approach.

The scope of change affects executives, project managers, engineers, finance teams, and client-facing staff, requiring a phased and inclusive engagement strategy.

SCOPE OF ORGANIZATIONAL CHANGE MANAGEMENT



SCOPE OF ORGANIZATIONAL CHANGE

Stakeholder Engagement

Effective stakeholder engagement ensures buy-in, minimizes resistance, and promotes shared ownership of the transformation. Ramteejay's stakeholder engagement strategy begins with classification based on a Power-Interest Matrix. Stakeholders include internal actors (e.g., directors, project managers, site engineers) and external actors (e.g., clients, regulators, subcontractors).

The engagement strategy entails:

- **Identify:** Catalog all internal and external stakeholders affected by the BIM-BRM integration.
- **Analyze:** Map each stakeholder's power, interest, and influence to define tailored engagement approaches.
- **Engage:** Conduct one-on-one interviews, focus groups, surveys, and collaborative workshops.
- **Monitor:** Track engagement levels, feedback, and participation rates using engagement dashboards.

Special emphasis is placed on the early engagement of executives and mid-level managers, as their support is pivotal for cascading change. Clients are also engaged during design reviews and benefits identification to foster alignment and transparency.



Organizational Change Team

A dedicated change team is responsible for overseeing, coordinating, and executing the transformation. This team is comprised of cross-functional leaders and external experts who will serve as champions of the change effort. Key roles include:

- **Executive Sponsor:** Provides vision, legitimizes the initiative, and ensures alignment with business strategy.
- **Change Management Lead:** Coordinates the transformation roadmap, tracks milestones, and manages communications.
- **Digital Transformation Advisor:** Oversees BIM deployment, data integration, and ensures alignment of tools with outcomes.
- **Functional Change Agents:** Team leaders embedded within departments to drive adoption and act as feedback conduits.
- **Project Management Office (PMO):** Ensures alignment of project execution with defined benefits and KPIs.

Weekly progress meetings, monthly stakeholder forums, and quarterly steering committee sessions will guide the implementation and allow continuous refinement of the approach.

Phase Activities

The transformation will unfold in five carefully structured phases, each building on the previous one to ensure momentum and value realization:

Assessment (Months 1–2):

- Conduct readiness assessment and stakeholder interviews
- Review current-state processes and pain points
- Define project vision and success metrics

Design (Months 3–4):

- Develop customized BRM framework
- Establish BIM implementation roadmap and select digital tools
- Create training modules and internal communication plan

Pilot (Month 5):

- Deploy BRM and BIM in a selected project
- Collect data on usability, impact, and stakeholder feedback
- Refine frameworks and processes based on insights

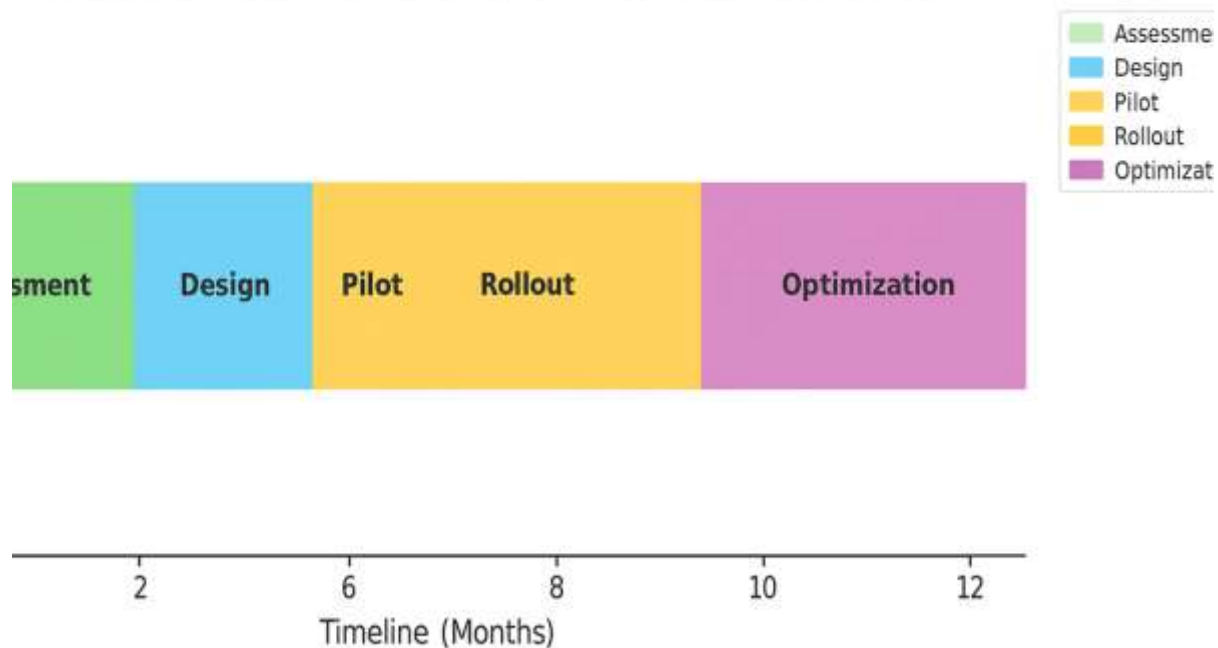
Rollout (Months 6–8):

- Scale implementation across departments and regions
- Deliver structured training and mentorship programs
- Launch KPI dashboards and conduct frequent status checks

Optimization (Months 9–12):

- Monitor outcomes and performance gaps
- Institutionalize successful practices and retire legacy workflows
- Celebrate milestones and recognize early adopters

Each phase is supported by clearly defined deliverables, stakeholder checkpoints, and iterative learning loops to ensure responsiveness and agility.

Organizational Change Phase Activities (Gantt View)**Metrics**

Measuring progress and success is a fundamental aspect of transformation. Ramteejay will implement a structured set of metrics, primarily using the Balanced Scorecard framework. These metrics will enable leadership to track outcomes across financial, customer, internal processes, and learning domains.

Financial Metrics:

- Project return on investment (ROI)
- Cost variance and cost performance index (CPI)
- Value of rework reduction through BIM coordination

Customer Metrics:

- Stakeholder satisfaction surveys (baseline vs. post-implementation)
- Net Promoter Score (NPS) for client referrals
- Client retention and repeat business rate

Internal Process Metrics:

- BIM adoption rate across departments
- Project delivery times and schedule performance index (SPI)
- Integration rate of benefits realization into project lifecycle

Learning and Growth Metrics:

- Number of employees trained in BIM and BRM tools
- Digital proficiency scores from post-training assessments
- Participation rate in feedback and engagement forums

These metrics will be visualized using an executive dashboard updated monthly. Dashboards will display trends, highlight risks, and suggest strategic interventions to enhance outcomes.

Budget Considerations

The proposed transformation initiative requires a total investment of approximately **\$48,000**, distributed across critical areas:

Category	Estimated Cost (\$)
BIM/PVMS Software Licensing	20,000
External BRM Consulting Services	15,000
Internal Training & Development	8,000
Communication & Stakeholder Events	5,000
Total	48,000

This investment is expected to yield long-term benefits including reduced project risk, improved profitability, and enhanced strategic alignment. ROI analysis anticipates cost savings of at least 15% per project after full adoption.

Post Implementation Considerations

The sustainability of Ramteejay's transformation is dependent on continued alignment, learning, and optimization post-implementation. A post-implementation framework is proposed:

Knowledge Management:

- Create an internal digital library with case studies, toolkits, and lessons learned
- Establish an innovation lab to pilot future improvements

Performance Review and Alignment:

- Quarterly value tracking reports presented to executive leadership
- Annual strategy review to revalidate vision and adjust objectives

Reinforcement and Recognition:

- Recognition programs for early adopters and high performers
- Culture-building activities to reinforce a value-driven mindset

Continuous Capability Development:

- Mandatory BRM and BIM refresher training every 12 months
- Mentorship programs to develop future change leaders

This ensures the transformation becomes embedded in the organizational DNA and delivers lasting value.

Appendices**Figure A: As-Is vs. To-Be Lifecycle Diagram**

Illustrates Ramteejay's current fragmented process and the future integrated lifecycle incorporating BRM and BIM tools.

Figure B: Stakeholder Engagement Matrix

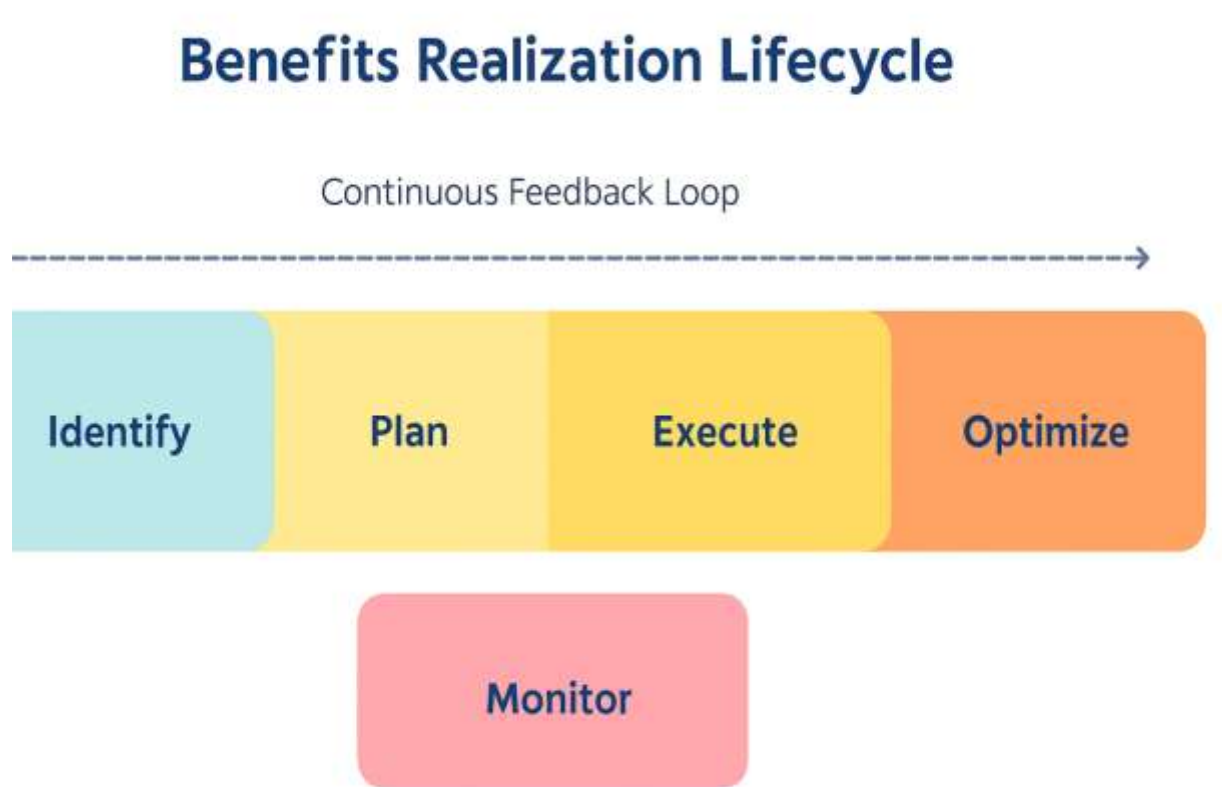
Classifies stakeholders by their level of interest and influence, enabling customized engagement approaches.

Figure C: Organizational Change Phase Activities (Gantt View)

Visual timeline showing the five major implementation phases and their associated activities.

Figure D: Benefits Realization Lifecycle

Highlights the progression from benefit identification to optimization, aligned with project execution.

**Appendix B: Additional Visuals****Figure E: Kotter's 8-Step Change Model Applied to Ramteejay**

Demonstrates the structured approach to embedding change culture using Kotter's framework tailored for the company.

Kotter's 8-Step Change Model with Descriptions – Ramteejay Transformation

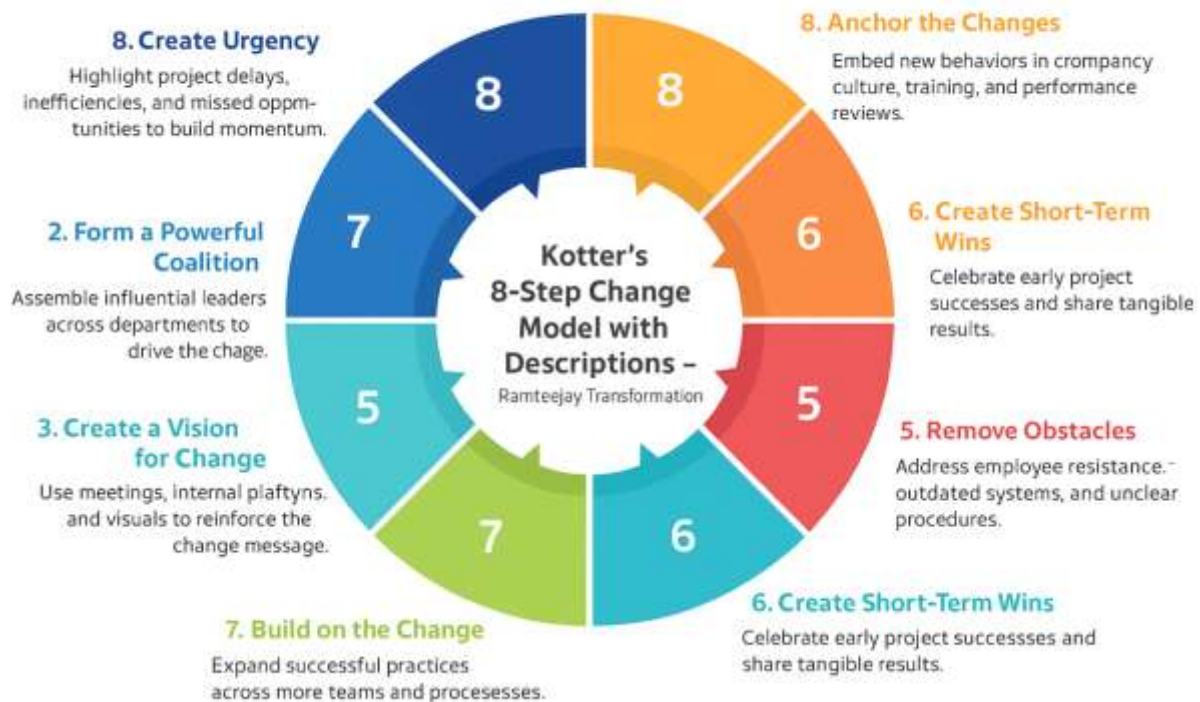


Figure F: KPI Dashboard Snapshot

Color-coded dashboard depicting performance against KPIs across financial, customer, internal process, and learning dimensions.

KPI Dashboard Snapshot - Performance Benchmarks

	Category	Metric	Baseline	Target
	Financial	Cost Variance	+12%	≤ +5%
	Customer	Client Satisfaction	72%	≥ 85%
	Internal Process	Project Delivery Time	14 weeks	10 weeks
	Learning & Growth	BIM Tool Adoption	25%	90%

Figure G: Balanced Scorecard Summary

Summarizes strategic goals and associated performance metrics under the Balanced Scorecard categories.

**Figure H: Organizational Structure Before and After OCM**

Contrasts the old hierarchical setup with a more collaborative, value-stream-aligned structure.

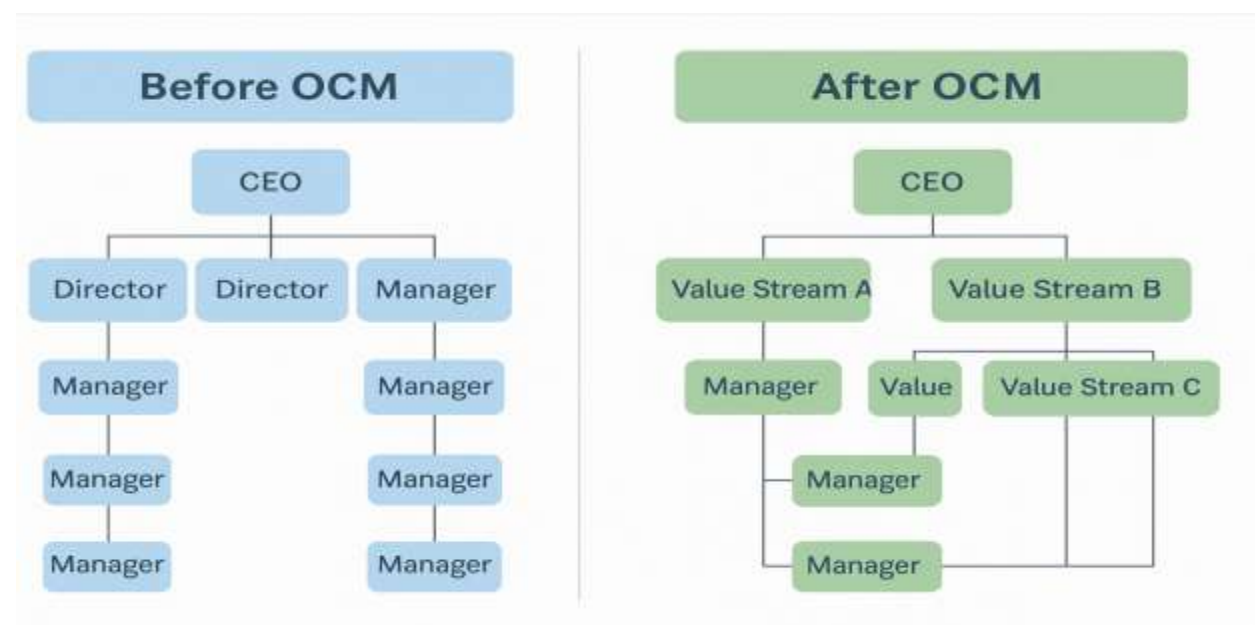


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