Critical Success Factors for BIM Implementation in Construction Projects

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DOI: 10.36348/sjce.2020.xv0409.006 | Received: 07.11.2020 | Accepted: 19.11.2020 | Published: 30.11.2020

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Abstract

The advent of Building Information Modeling (BIM) offers new opportunities to further harness the efficiency of construction projects. Hence, to implement a BIM project in construction projects successfully without unforeseen confusion and troubles, the factors affecting the project's success must be identified and managed effectively. The research objectives are to identify the CSFs for enhancing BIM implementation and investigate the interrelationships among these CSFs. Fifty-one success factors are identified through literature review and a questionnaire survey is conducted among 345 participants. The results identified 15 factors as the most critical ones among the identified 51 factors, with the "coordination between all project parties" ranked the top. These fifteen significant factors have been grouped into an integrated structural framework that can help to enhance BIM implementation in construction projects. Also, this study developed a framework to measure the performance of BIM implementation which would help to follow the progress of BIM implementation along the project life cycle.

Keywords: Building Information Modeling (BIM), construction projects, factors, Implementation.

INTRODUCTION

The Construction Industry in the Middle East is booming due to the growing population and the greater demand for infrastructure projects. There are currently 117 major projects that are ongoing in the region and to be completed by 2030 with a total cost of US$1 trillion dollars [1]. Despite this, the governing delivery approach is the traditional one [2].

Building Information Modelling (BIM) can be claimed as a procedural and technological shift in the Architectural, Engineering and Construction (AEC) industry [1]. Improvements in the construction industry are necessary and BIM offers a way to bring about improvements. New economic imperatives demand new more efficient and effective methods of working. Many previous studies have identified the problems that permeate the building industry, and other studies have indicated the potential benefits of adopting BIM [3]. One of the reasons for the difficulties in managing construction projects, especially in the government sector due to the failure in determining the CSFs across project phases [4]. Hence, the successful adoption of BIM technology can be defined as vital but manageable

BIM-induced performance of an organization in critical areas. So, there is an urgent need to study CSFs for BIM implementation to improve the performance of construction projects.

LITERATURE REVIEW

Almost researches primarily focus on BIM implementation especially in developed countries such as the United States [5-10], the United Kingdom [11, 5, 12-16], Canada [17], France [18], Hong Kong [19-22] and Singapore [23, 24]. However, there is a little research on BIM implementation in developing countries especially in the Middle East region. Some studies are existed before 2018 limited to four countries: KSA [25-29], UAE [30, 31], Turkey [32, 33] and Iraq [34]. Moreover, previous studies concentrated on identifying the barriers and various challenges of BIM adoption rather than success factors [35, 36, 25, 6, 37, 1, 38-43]. In contrast, there is a little study that deals with the CSFs of BIM implementation in the developing countries before 2018 and are limited to four studies [30, 28, 34, 32]. Elhendawi [28] concentrated on raising BIM awareness; Barriers diminishes implementation of BIM in KSA, ways to overcome these barriers, BIM Benefits, and
Methodology to implement BIM in KSA. Ahmed [30] investigated the CSFs of BIM but the study limited to the precast structures in the UAE’s Construction Industry only also he missed many of the CSFs of BIM. Hamada et al., [34] discussed the Benefits of 4D/BIM in projects, the challenges of 4D/BIM and they claimed that the CSFs of BIM in Iraq only is to engage the foreign companies with Iraqi companies in implementing more projects with BIM within the Iraqi construction industry. Ozorhon & Karahan [32] focused on identifying the CSFs for the successful delivery of BIM in Architecture, Engineering, Construction and Owner-operated (AECO) organisations in Turkey. However, they research failed to identify CSFs for BIM projects, and weakness in the approach to identify the BIM-CSFs for the project while not linking the common factors with each other and study the relationship between them.

Therefore, after a broad review of previous studies and with low oil prices and lack of resources in the Middle East, there is a need to explore the CSFs for the implementation and adoption of BIM in the context of developing economies in the Middle East such as Saudi Arabia and Egypt. In this study, a total of 45 success factors have been identified from the previous studies In addition to 6 factors, they were added to the questionnaire after the initial review of 6 BIM experts, thus the total number of factors studied was 51, as listed in Table-1. These studies investigated only a few specific factors that enhanced BIM implementation in particular countries rather than studying all the 51 success factors comprehensively.

| Code | Factor | Reference |
|------|--------|-----------|
| C1   | Awareness level for BIM of the industry | (S. Ahmed, 2018; Azhar, 2011; C. T. Chan, 2014; Elhendawi, 2018; Gerges et al., 2017; Khosrowshahi & Arayici, 2012; Olawumi & Chan, 2019; Ozorhon & Karahan, 2016; Shang & Shen, 2014; Sodangi et al., 2018; Yaakob et al., 2016) |
| C2   | Availability of information and technology | (Antwi-Afari et al., 2018; Azhar, 2011; Ning Gu & London, 2010; Khosrowshahi & Arayici, 2012; Morlthon et al., 2014; Ozorhon & Karahan, 2016; Won et al., 2013) |
| C3   | Training and development | (M. A. Ahmed, 2017; S. Alhumayn et al., 2017; Y. Arayici, Onyenobi, TC and Egbu, CO, et al, 2012; Chuck Eastman et al., 2011; Gerges et al., 2017; Hill, 2014; Mohamed, 2018; Olawumi & Chan, 2019; Ozorhon & Karahan, 2016; Bilal Succar et al., 2013; Won & Lee, 2010; K. d. Wong & Fan, 2013) |
| C4   | Government’s roles and supports. | (S. Alhumayn et al., 2017; Y. Arayici, Onyenobi, TC and Egbu, CO, et al, 2012; C. T. Chan, 2014; Eadie et al., 2013; Elhendawi, 2018; Omar, 2015; Ozorhon & Karahan, 2016; Porwal & Hewage, 2013; M. A. D. Saleh, 2015; Wan Mohammad et al., 2018; Won et al., 2013) |
| C5   | Availability of competencies and experiences | (Chien et al., 2014 [45]; Elhendawi, 2018; N. Gu et al., 2007; Ozorhon & Karahan, 2016; Bilal Succar et al., 2013; Won et al., 2013) |
| C6   | Availability of financial resources | (S. Alhumayn et al., 2017; Chuck Eastman et al., 2011; Hill, 2014; Liu et al., 2010; Omar, 2015; Ozorhon & Karahan, 2016; M. A. D. Saleh, 2015; Bilal Succar et al., 2013; Won et al., 2013) |
| C7   | Availability of qualified staff | (S. Alhumayn et al., 2017; Y. Arayici et al., 2009; Y. Arayici, Onyenobi, TC and Egbu, CO, et al, 2012; Chien et al., 2014; Ning Gu & London, 2010; Ozorhon & Karahan, 2016; M. A. D. Saleh, 2015; Bilal Succar et al., 2013; Tsai et al., 2014; Won et al., 2013) |
| C8   | BIM adoption strategy | (Khosrowshahi & Arayici, 2012; Mehran, 2016; M. A. D. Saleh, 2015; Won et al., 2013) |
| C9   | Cultural change | (Elhendawi, 2018; Liu et al., 2010) |
| C10  | Supportive organizational culture | (Khosrowshahi & Arayici, 2012; Olawumi & Chan, 2019; Ozorhon & Karahan, 2016; Won & Lee, 2010; Won et al., 2013) |
| C11  | Information and knowledge sharing within the industry | (Azhar, 2011; Elhendawi, 2018; Olawumi & Chan, 2019; Ozorhon & Karahan, 2016) |
| C12  | Client requirement and ownership | (C. T. Chan, 2014; Olawumi & Chan, 2019; Ozorhon & Karahan, 2016; Bilal Succar et al., 2013) |
| C13  | Coordination between all project parties | (S. Alhumayn et al., 2017; Y. Arayici et al., 2011; Azhar, 2011; C. Eastman et al., 2008; Chuck Eastman et al., 2011; Hill, 2014; Khosrowshahi & Arayici, 2012; Ozorhon & Karahan, 2016) |
| C14  | Project size | (Y. Arayici et al., 2011; Elmualim & Gilder, 2014; Olawumi & Chan, 2019; Omar, 2015; Ozorhon & Karahan, 2016) |
| C15  | Continuous investment in BIM | (Z. Ding et al., 2015; M. A. D. Saleh, 2015) |
| C16  | Consulting | (Hwang & Lim, 2012; Khosrowshahi & Arayici, 2012; Ozorhon & Karahan, 2016) |
| C17  | Establishment of a model of good practice for BIM and sustainability implementation | (Y. Arayici et al., 2009; C. T. Chan, 2014; Chien et al., 2014; Eadie et al., 2013; Mehran, 2016; Mohamed, 2018; M. A. D. Saleh, 2015; B. Succar, 2009; Won et al., 2013) |
| C18 | Investment in BIM costs | (C. Eastman et al., 2008; Won & Lee, 2010; Won et al., 2013) |
| C19 | Learning curve | (S. Ahmed, 2018; Azhar, 2011; C. Eastman et al., 2008; Shang & Shen, 2014; Won et al., 2013) |
| C20 | Quality of BIM | (M. A. D. Saleh, 2015; Tsai et al., 2014; Won & Lee, 2010) |
| C21 | Pilot project | (Mohamed, 2018; M. A. D. Saleh, 2015; Won & Lee, 2010) |
| C22 | Competitive pressure | (Azhar, 2011; Eadie et al., 2013; Elhendawi, 2018; Ning Gu & London, 2010; Liu et al., 2010) |
| C23 | Performance metrics | (Won & Lee, 2010, 2016; Yilmaz et al., 2019) |
| C24 | Collaboration between all stakeholders | (Y. Arayici et al., 2009; Chegu Badrinath & Hsieh, 2018; Elhendawi, 2018; Mohamed, 2018) |
| C25 | BIM functions and features | (Won et al., 2013) |
| C26 | The project manager and team | (Won & Lee, 2010) |
| C27 | IT capabilities technical support | (M. A. Ahmed, 2017; Y. Arayici, Onyenobi, TC and Egbu, CO, et al, 2012; Bender, 2010; Won & Lee, 2010) |
| C28 | Project delivery system like (IPD). | (Mohamed, 2018) |
| C29 | Change in the construction business environment | (Mohamed, 2018) |
| C30 | Availability of appropriate software and hardware tools | (Azhar, 2011; Elhendawi, 2018; Ning Gu & London, 2010; Olawumi & Chan, 2019) |
| C31 | Perceived benefits from BIM to client | (Azhar, 2011; Elhendawi, 2018; Ning Gu & London, 2010) |
| C32 | BIM required by other project parties | (Elhendawi, 2018; M. A. D. Saleh, 2015) |
| C33 | Collaboration with universities | (Elhendawi, 2018; M. A. D. Saleh, 2015) |
| C34 | Safety into the construction process | (Z. Ding et al., 2015; Elhendawi, 2018; Omar, 2015; M. A. D. Saleh, 2015) |
| C35 | Business Process Reengineering | (Y. Arayici et al., 2011; Y. Arayici et al., 2009; Chuck Eastman et al., 2011; Ning Gu & London, 2010; Khosrowshahi & Arayici, 2012; Tsai et al., 2014) |
| C36 | Providing better implementation of lean construction, green sustainability and integrated project delivery | (Antwi-Afari et al., 2018; Y. Arayici et al., 2011; Chuck Eastman et al., 2011) |
| C37 | Thermal energy analysis and simulation | (Antwi-Afari et al., 2018; Azhar, 2011) |
| C38 | Providing BIM models for off site prefabrication | (Antwi-Afari et al., 2018; Azhar, 2011; Chuck Eastman et al., 2011) |
| C39 | Improved site layout, planning and site safety | (Antwi-Afari et al., 2018) |
| C40 | Experience level within the firm | (Chien et al., 2014; N. Gu et al., 2007; Ozorhon & Karahan, 2016; Won et al., 2013) |
| C41 | Appropriate legislation | (Y. Arayici et al., 2009; C. T. Chan, 2014; Chien et al., 2014; Eadie et al., 2013; Mohamed, 2018; Olawumi & Chan, 2019; Ozorhon & Karahan, 2016; B. Succar, 2009; Won et al., 2013) |
| C42 | Increased involvement of project stakeholders in green projects | (Olawumi & Chan, 2019) |
| C43 | Clarity in requirements and measures for achieving sustainable projects | (Olawumi & Chan, 2019) |
| C44 | Client satisfaction level on BIM projects | (Olawumi & Chan, 2019) |
| C45 | Availability of BIM and sustainability databases | (Olawumi & Chan, 2019) |
| C46 | Shared risks, liability, and rewards among project stakeholders | from BIM experts |
| C47 | Number of subcontractors experienced with BIM projects | from BIM experts |
| C48 | Early involvement of project teams | from BIM experts |
| C49 | Technical support from software vendors | from BIM experts |
| C50 | Open-source software development | from BIM experts |
| C51 | Make all the BIM programs work on an open source such as the IFC (for easy import and export without losing any data) | from BIM experts |
RESEARCH METHODOLOGY
The research methodology is summarized in the following steps:

- Examination of CSFs for the implementation of BIM for construction projects from previous studies.
- A questionnaire was developed with support from the previous studies included all determining factors which affect the success of BIM implementation in construction projects
- Initially, the questionnaire was distributed to 6 BIM-experts to review the questionnaire before final distribution, based on the expert review, six factors were added to the questionnaire, making a total of 51 factors.
- Data analysis for the questionnaire results and ranking the factors to determine the significant factors which have the highest impact on the success of BIM implementation in construction projects.
- Components of the proposed framework for enhancing BIM implementation were ranked based on their normalized values as per the below (1):
  \[ \text{Normalized value} = \frac{(\text{mean} - \text{minimum mean})}{(\text{maximum mean} - \text{minimum mean})} \] ……………. (1)
- The factors have been included in their respective groups (Framework components) and ranked according to normalization calculations to reflect the significant factors which affect the BIM implementation.
- Statistical analyse for CSFs of BIM implementation with their respective groups.
- Based on the results of the analysis, a simple framework is proposed as a guide for enhancing BIM implementation.

DATA COLLECTION AND ANALYSIS
The Sample size is calculated as the following equation:

\[ SS (\text{Sample Size}) = \frac{z^2 \times p(1-p)}{e^2} \] …………… (2)

Where \( z = 1.64 \) at 95% confidence, \( P = 0.20, e = 0.80 \).

\[ SS (\text{Sample Size}) = \frac{1.64^2 \times 0.2(1-0.2)}{0.08^2} = 68 \]

However, the actual collected sample size was used for this study is 345

Respondents’ Profile
The profile of the respondents is presented in Table-2 where 80.9% of the respondents are Egyptians and 3.8% are Saudis. While 64.6% of the respondent worked in Saudi Arabia, 24.1% worked in Egypt. In terms of respondent educational level, most of the respondents (71.90%) educational level is B.Sc., 22% MSc. Besides, about 72.0% of the sample had high experience greater than 10 years in the construction field; therefore, their opinions are highly appreciated. Regarding the Respondents’ project size, it is noticed that the majority of the participants (41.70%) the worked in project less than $50 million value, while 14.8% from $50-$100 million Also, regarding the respondents’ knowledge of BIM, (156) 45.2% selected No and finish the questionnaire because they do not have enough knowledge to continue. However, (189) 54.8% indicated that they knew BIM. Moreover, only 32.5% of respondents from Egypt had an awareness of BIM while 61% of Saudi respondents were aware of BIM, indicating that there is still a lack of awareness about BIM Knowledge, especially in Egypt. Besides, 60.8% expected that there would be increase in using of BIM in the future. This result is in-line with the literature in KSA. However, in other countries, the literature expected that BIM becomes a mandate from the governments.

| Category       | Characteristic | Frequency | Percentage (%) |
|----------------|----------------|-----------|----------------|
| Nationality    | Egypt          | 279       | 80.9           |
|                | KSA            | 13        | 3.8            |
|                | Syria          | 13        | 3.8            |
|                | Turkey         | 2         | 0.6            |
|                | Other          | 38        | 11.0           |
| Workplace      | Egypt          | 83        | 24.1           |
|                | KSA            | 223       | 64.6           |
|                | Qatar          | 7         | 2.0            |
|                | Kuwait         | 8         | 2.3            |
|                | Turkey         | 2         | 0.6            |
|                | UAE            | 7         | 2.0            |
|                | Other          | 15        | 4.3            |
| Education Level| BSc            | 248       | 71.9           |
|                | MSc            | 76        | 22.0           |
|                | PhD            | 6         | 1.7            |
|                | Other          | 15        | 4.3            |
|                | Total          | 345       | 100.0          |
The following analysis is performed for the collected survey results:

- **Analysis of CSFs of BIM implementation and conducting reliability analysis.**
- **Rank the factors by calculating their normalization value.**
- **Analyze the CSFs of BIM implementation with their respective groups by calculating Person correlation, to find out their correlation strength, Chi-Square test and conducting ANOVA analysis, to find out the effect of independent variables (Source of knowledge in BIM) on dependent variables (the significant factors which BIM implementation).**

### Reliability Analysis

Reliability is the overall consistency of a measure (Elhendawi, 2018). Cronbach’s alpha test was performed to check the reliability of questions or items resulted in a value equals to 0.983, which is much higher than the threshold of 0.70 (Robinson et al., 2013), indicating internal consistency of the items and high data reliability.

### Factors Ranking

The ranking was made in two steps: Ranking of the success factors and ranking for the component of a framework for enhancing BIM implementation, as shown in Table-3. The success factors were ranked based on their normalized value, ranging from 1.00 to 0.522. The results showed that 15 out of the 51 success factors received normalised values equal to or greater than 0.50 (in red colour), indicating that these 15 factors are CSFs for enhancing BIM implementation in construction projects. Furthermore, “CF12” Coordination between all project parties ranked top, implying that the Coordination between all project parties would be the most efficient driving force for enhancing BIM implementation in construction projects.

From the previous studies, several groups were identified that could form a framework to help for enhancing BIM implementation in construction projects. These groups were placed within a question in the questionnaire to monitor the responses of the participants and identify the most important groups in the order that can help for enhancing BIM implementation.
These groups were divided as follows:

1. (Group no 1).
   It is concerned with project coordination and cooperation between all stakeholders and project participants, as well as disseminating and sharing information among team members.

2. (Group no 2).
   It is concerned with Project resource (Project team & Organization, Stakeholder skills & Competencies, BIM technology).

3. (Group no 3).
   It is concerned with Project life cycle stage (Planning, Design, construction, Handover, Operation and maintenance stage). Also concerned with BIM adoption strategy and Establishment of a model of good practice for BIM during the project life cycle.

4. (Group no 4).
   It is concerned with Processes (Standardization, User Involvement).

5. (Group no 5).
   It is concerned with Business model

6. (Group no 6).
   It is concerned with Legal Issue (Ownership, Commitment) as per shown in Table the previous six groups were ranked based on their normalized value, ranging from 0.999 to 0.001. The results showed that 3 out of the six groups received normalized values equal to or greater than 0.50 (in red color), indicating that these three groups are the most important groups and can be components of a framework for enhancing BIM implementation in construction projects. Furthermore, (G1) Project coordination & collaboration ranked top, implying that Project coordination & collaboration would be the most efficient driving force component of a framework for enhancing BIM implementation in construction projects.

Refer to Table 4, the main component of a framework for BIM implementation are the following:
1. Project coordination & collaboration (Group no 1).
2. Project resource (Project team & Organization, Stakeholder skills & Competencies, BIM technology) (Group no 2).
3. Project life cycle stage (Planning, Design, construction, Handover, Operation and maintenance stage) (Group no 3).

### Table 3: Ranking of the success factors to enhance BIM implementation

| Code | Key Factors | N   | Mean | Std. Deviation | Range | Normalization |
|------|-------------|-----|------|----------------|-------|---------------|
| CF12 | Coordination between all project parties | 189 | 4.159 | 0.867 | 1.00 | 1.000 |
| CF2  | Training and development | 189 | 4.143 | 0.992 | 2.00 | 0.978 |
| CF1  | Awareness level for BIM of the industry | 189 | 3.947 | 0.977 | 3.00 | 0.706 |
| CF24  | BIM functions and features | 189 | 3.942 | 0.924 | 4.00 | 0.698 |
| CF23  | Collaboration between all stakeholders | 189 | 3.931 | 0.917 | 5.00 | 0.684 |
| CF30  | Perceived benefits from BIM to client | 189 | 3.915 | 1.088 | 6.00 | 0.662 |
| CF4  | Availability of competencies and experiences | 189 | 3.905 | 0.918 | 7.00 | 0.647 |
| CF16  | Establishment of a model of good practice for BIM and sustainability implementation | 189 | 3.905 | 0.995 | 8.00 | 0.647 |
| CF6  | Availability of qualified staff | 189 | 3.868 | 0.994 | 9.00 | 0.595 |
| CF51  | Make all the BIM programs work on an open source such as the IFC (for easy import and export without losing any data) | 189 | 3.856 | 1.042 | 10.00 | 0.580 |
| CF11  | Client requirement and ownership | 189 | 3.847 | 1.001 | 11.00 | 0.566 |
| CF29  | Availability of appropriate software and hardware tools | 189 | 3.847 | 1.043 | 12.00 | 0.566 |
| CF10  | Information and knowledge sharing within the industry | 189 | 3.820 | 0.962 | 13.00 | 0.529 |
| CF7  | BIM adoption strategy | 189 | 3.820 | 0.978 | 14.00 | 0.529 |
| CF13  | Project size | 189 | 3.815 | 1.063 | 15.00 | 0.522 |
| CF3  | Government’s roles and supports | 189 | 3.799 | 1.053 | 16.00 | 0.500 |
| CF31  | BIM required by other project parties | 189 | 3.799 | 0.979 | 17.00 | 0.500 |
| CF44  | Availability of BIM and sustainability databases | 189 | 3.794 | 0.948 | 18.00 | 0.495 |
| CF19  | Quality of BIM | 189 | 3.788 | 0.977 | 19.00 | 0.495 |
| CF25  | The project manager and team | 189 | 3.772 | 1.003 | 20.00 | 0.463 |
| CF22  | Performance metrics | 189 | 3.767 | 0.904 | 21.00 | 0.456 |
| CF14  | Continuous investment in BIM | 189 | 3.767 | 0.983 | 22.00 | 0.456 |
| CF39  | Experience level within the firm | 189 | 3.746 | 0.978 | 23.00 | 0.426 |
| CF5  | Availability of financial resources | 189 | 3.741 | 0.985 | 24.00 | 0.419 |
| CF35  | Providing a better implementation of lean construction, green sustainability, and integrated project delivery | 189 | 3.730 | 1.045 | 25.00 | 0.404 |
| CF26  | IT capabilities technical support | 189 | 3.720 | 1.052 | 26.00 | 0.390 |
| CF9  | Supportive organizational culture | 189 | 3.714 | 0.947 | 27.00 | 0.382 |
| CF43  | Client satisfaction level on BIM projects | 189 | 3.709 | 1.044 | 28.00 | 0.375 |
| CF48  | Early involvement of project teams | 189 | 3.709 | 0.987 | 29.00 | 0.375 |
| CF50  | Open - source software development | 189 | 3.693 | 1.047 | 30.00 | 0.353 |
Table 4: Ranking for a component of a framework for enhance BIM implementation

| No. | Component of a framework | N  | Mean  | Std. Deviation | Ranke | Normali zation |
|-----|--------------------------|----|-------|----------------|-------|----------------|
| G1  | Project coordination & collaboration | 189 | 4.048 | 1.033          | 1.00  | 0.999          |
| G2  | Project resource (Project team &Organization, Stakeholder skills &Competencies, BIM technology) | 189 | 3.989 | 0.934          | 2.00  | 0.886          |
| G3  | Project life cycle stage (Planning, Design, construction, Handover, Operation and maintenance stage) | 189 | 3.857 | 0.954          | 3.00  | 0.629          |
| G4  | Processes (Standardization, User Involvement) | 189 | 3.693 | 0.906          | 5.00  | 0.310          |
| G5  | Business model | 189 | 3.783 | 0.951          | 4.00  | 0.485          |
| G6  | Legal Issue (Ownership, Commitment) | 189 | 3.534 | 0.981          | 6.00  | 0.001          |

Groups Significant Factors
The factors are included in their respective groups and ranked according to normalization calculations to reflect the significant factors which affect the BIM implementation.

Group no. 1: Project coordination & collaboration
According to the normalization calculations, coordination between all project parties is ranked the first factor in Project coordination & collaboration with a value of 1.00 as shown in Table.

Table 5: Rank of factors influencing (Project coordination & collaboration)

| No. | Key Factors | Normalization | Ranke |
|-----|-------------|---------------|-------|
| CF12 | Coordination between all project parties | 1.000 | 1.00 |
| CF23 | Collaboration between all stakeholders | 0.684 | 2.00 |
| CF30 | Perceived benefits from BIM to client | 0.662 | 3.00 |
| CF51 | Make all the BIM programs work on an open source such as the IFC (for easy import and export without losing any data) | 0.580 | 4.00 |
| CF10 | Information and knowledge sharing within the industry | 0.529 | 5.00 |

Group no. 2: Project resource (Project team &Organization, Stakeholder skills & Competencies, BIM technology)
According to the normalization calculations, training and development is ranked the first factor in Project resource with a normalized value of 0.978 as shown in Table.
Table-6: Rank of factors influencing Project resource (Project team & Organization, Stakeholder skills & Competencies, BIM technology)

| No. | Key Factors                                    | Normalization | Rank |
|-----|-----------------------------------------------|---------------|------|
| CF2 | Training and development                      | 0.978         | 1.00 |
| CF1 | Awareness level for BIM of the industry       | 0.706         | 2.00 |
| CF24| BIM functions and features                    | 0.698         | 3.00 |
| CF4 | Availability of competencies and experiences  | 0.647         | 4.00 |
| CF6 | Availability of qualified staff               | 0.595         | 5.00 |
| CF11| Client requirement and ownership              | 0.566         | 6.00 |
| CF29| Availability of appropriate software and hardware tools | 0.566 | 7.00 |
| CF13| Project size                                  | 0.522         | 8.00 |

Group no. 3: Rank of factors influencing Project life cycle stage (Planning, Design, construction, Handover, Operation and maintenance stage)

As shown in Table-7 the normalization value of factor (Establishment of a model of good practice for BIM and sustainability) was 0.647 indicating that it is more important than the second factor (BIM adoption strategy).

Table-7: Project life cycle stage (Planning, Design, construction, Handover, Operation and maintenance stage)

| No. | Key Factors                                                        | Normalization | Rank |
|-----|-------------------------------------------------------------------|---------------|------|
| CF16| Establishment of a model of good practice for BIM and sustainability implementation | 0.647         | 1.00 |
| CF7 | BIM adoption strategy                                             | 0.529         | 2.00 |

Statistical Analysis

Many data analysis methods used in this research includes: Chi-Square Test to configure the relation between the independent variables (workplace, project size, years of experiences, Company Category and Nationality), Pearson correlation coefficient to examine the relationship among the success factors and between framework and its components (Groups), Analysis of Variance (ANOVA) it is used to study the effect of one independent factor with more than two parameters or more on dependent variables.

Pearson correlation: Pearson correlation test had been conducted on three levels as below:
1. Pearson Correlation Values between the 15 significant factors that had the high rank as presented in Table.
2. Pearson Correlation Values for the 15 significant factors and their groups.
3. Pearson correlation value between the proposed framework and its components (Groups) Figure-1.

The Pearson Correlation test results showed that: most of the fifteen significant factors and its groups are related to each other with strong or very strong relations, all groups and framework are correlated each other with very strong relation and showing that the structural framework is justifiable and logical which demonstrating the reliability of the information that has been obtained from the questionnaire and the seriousness of respondents in answering questions of the questionnaire, and the questionnaire had achieved its aim.

Analysis of Variance (ANOVA)

ANOVA test is conducted to study whether there are any significant differences between Means, it is used to study the effect of one independent factor or more on dependent variables, for this study One-Way ANOVA it is used to examine the effect of independent factors (Source of knowledge in BIM) on the Framework and its components (Groups that contain the 15 significant factors which affect for enhancing BIM implementation Figure-1 Error! Reference source not found, to proceed with (One– Way ANOVA) analysis, the results concluded that: There are no statistically significant differences between Means of this variable effect according to independent factor (Source of knowledge in BIM).
A Proposal Form for Measuring (Performance Complete %) For BIM Implementation

As a result, from this study, the gained data is used here to produce a form that could be used by site management to measure the performance percent for BIM implementation on site as periodically report. Regarding to the results which obtained from the study, factors which affect BIM implementation in construction projects are being ranked according to normalized index values, 15 significant factors are the most important factors in between all factors, these factors to be placed into a sheet to be watched and evaluated periodically on site, the factors are weighted relative to its normalized value, the total percentage 100% is distributed according to every factor weight, presents the weigh for the 15 significant factors. Table gives an example for a monthly report for performance complete percentage for this month, it depends on previous factors weights, and proposed Performance Weight percentage for every factor.

| No. | Key Factors                                                                 | Normalization | Mean   | Factor Weight % |
|-----|------------------------------------------------------------------------------|----------------|--------|-----------------|
| 1   | Coordination between all project parties                                     | 1.000          | 4.159  | 7.08            |
| 2   | Training and development                                                     | 0.978          | 4.143  | 7.06            |
| 3   | Awareness level for BIM of the industry                                     | 0.706          | 3.947  | 6.72            |
| 4   | BIM functions and features                                                   | 0.698          | 3.942  | 6.71            |
| 5   | Collaboration between all stakeholders                                       | 0.684          | 3.931  | 6.69            |
| 6   | Perceived benefits from BIM to client                                       | 0.662          | 3.915  | 6.67            |
| 7   | Availability of competencies and experiences                                | 0.647          | 3.905  | 6.65            |
| 8   | Establishment of a model of good practice for BIM and sustainability implementation | 0.647      | 3.905  | 6.65            |
| 9   | Availability of qualified staff                                             | 0.595          | 3.868  | 6.59            |
| 10  | Make all the BIM programs work on an open source such as the IFC (for easy import and export without losing any data) | 0.580          | 3.836  | 6.57            |
| 11  | Client requirement and ownership                                             | 0.566          | 3.847  | 6.55            |
| 12  | Availability of appropriate software and hardware tools                      | 0.566          | 3.847  | 6.55            |
| 13  | Information and knowledge sharing within the industry                        | 0.529          | 3.820  | 6.51            |
| 14  | BIM adoption strategy                                                        | 0.529          | 3.820  | 6.51            |
| 15  | Project size                                                                 | 0.522          | 3.815  | 6.50            |
| **Total Sum** |                                                                             | **9.908**      | **58.719** | **100.00** |

From Table, Total performance complete percentage value for this example is 73.65 %, this template could be used from any site parties even the contractor or the consultant or the owner, it is a helpful tool to follow and improve BIM implementation in building construction sites.
Table-9: Template form for measuring Performance complete % for BIM implementation

| No. | Key Factors                                      | Factor Weight % | Performance complete % | Performance Complete Weight % |
|-----|--------------------------------------------------|-----------------|------------------------|-----------------------------|
| 1   | Coordination between all project parties         | 7.08            | 83.00                  | 5.88%                       |
| 2   | Training and development                         | 7.06            | 75.00                  | 5.29%                       |
| 3   | Awareness level for BIM of the industry          | 6.72            | 65.00                  | 4.37%                       |
| 4   | BIM functions and features                       | 6.71            | 73.00                  | 4.90%                       |
| 5   | Collaboration between all stakeholders            | 6.69            | 81.00                  | 5.42%                       |
| 6   | Perceived benefits from BIM to client            | 6.67            | 82.00                  | 5.47%                       |
| 7   | Availability of competencies and experiences     | 6.65            | 61.00                  | 4.06%                       |
| 8   | Establishment of a model of good practice for BIM and sustainability implementation | 6.65 | 52.00 | 3.46% |
| 9   | Availability of qualified staff                  | 6.59            | 71.00                  | 4.68%                       |
| 10  | Make all the BIM programs work on an open source such as the IFC (for easy import and export without losing any data) | 6.57 | 0.00 | 0.00% |
| 11  | Client requirement and ownership                 | 6.55            | 95.00                  | 6.22%                       |
| 12  | Availability of appropriate software and hardware tools | 6.55 | 87.00 | 5.70% |
| 13  | Information and knowledge sharing within the industry | 6.51           | 95.00                  | 6.18%                       |
| 14  | BIM adoption strategy                            | 6.51            | 90.00                  | 5.86%                       |
| 15  | Project size                                     | 6.50            | 95.00                  | 6.17%                       |
| Total Sum                              | 100.00          |                  | 73.65%                  |                             |

CONCLUSIONS

The objective of this research was to define and establish the critical factors for BIM implementation that lead to project success. This study investigates all possible factors through a structured questionnaire. The questionnaire was distributed to many Middle Eastern countries, and most of the responses were from Saudi Arabia and Egypt. Fifty-one factors were identified from the literature. After collecting responses and conducting analysis it is concluded that; there are fifteen significant factors which have high rank more than 0.50. Moreover, (CF12) Coordination between all project parties ranked top, implying that the Coordination between all project parties would be the most efficient driving force for enhancing BIM implementation in construction projects. These fifteen significant factors have been included in their respective groups and ranked according to normalization calculations to reflect the significant factors which affect the BIM implementation. After conducting correlation analysis between all factors, between framework and its components (Groups), it is concluded that: most of the fifteen significant factors and its groups are related to each other with strong or very strong relations, all groups and framework are correlated each other with very strong relation and showing that the structural framework is justifiable and logical which demonstrating the reliability of the information that has been obtained from the questionnaire and the seriousness of respondents in answering questions of the questionnaire, and the questionnaire had achieved its aim.

There are no statistically significant differences between Means of this variable effect according to independent factor (Source of knowledge in BIM). Showing that the selection of the 15 critical factors was agreed upon by all sources of expertise, whether practical experience, scientific study, training courses or self-education. A simple Framework model is suggested in the study as a guide for enhancing BIM implementation. Another tool produced in this study, a Template form for measuring Performance for BIM implementation. This template presented to guide site management to quantify and to calculate the performance of BIM implementation across the project life cycle.

ACKNOWLEDGEMENTS

The authors would like to acknowledge the support provided by all professors supervising the research and all respondents from the various companies/institutions that made this research possible.

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