

CASE STUDY 2:

CREATING A NEW DIGITAL INFORMATION MANAGEMENT PLATFORM FOR A MAJOR UK AIRPORT

Keywords: Airport, infrastructure, digital transformation, digital information management, BIM, ISO 19650, requirements capture, process development, MVP (Minimal Viable Product).

The Situation:

A major UK airport was planning for significant expansion. Many infrastructure projects were planned and scheduled for delivery over a 10-year period, which needed careful project management and coordination. Huge volumes of project delivery information would be generated, with much of the information eventually being handed over to operations teams for business-as-usual activities.

Major digital transformation was needed in the organisation to enable staff to collect and manage the information that was going to be delivered in high volumes and at high speed.

The client's existing digital information management platform was nearing its end-of-life and needed to be replaced. The client used this opportunity to create a new digital platform that could store information in more advanced formats, and easily distribute information among hundreds of teams covering project delivery and business-as-usual activities. The client also wanted to implement the BIM ISO 19650 framework, which was a tried and trusted method for managing digital information for the whole life of an infrastructure project.

The Solution

The client commissioned a team of multi-organisation, multi-disciplinary consultants, technical advisors and product delivery specialists to create a prototype information management platform that would meet the organisation's wide-ranging information management needs.

Representing a global management consultancy, I was responsible for system requirements capture, process mapping, information standards upgrades (to align with BIM ISO 19650 guidelines), and developing operational readiness assessments to evaluate when teams were ready to migrate to the new platform.

Stakeholders from across the organisation were interviewed to understand the issues they were experiencing with the existing information management solution, and capture their requirements for

the new platform. The requirements were communicated to the product delivery team, which they used to develop the first iteration (MVP – Minimal Viable Product) of the new digital platform.

Outcomes

Once the MVP had been developed and ratified by the client, the process mapping exercise began. Existing ('As-Is') information management processes and the forthcoming ('To-Be') processes were visually mapped and compared. Changes to existing work processes were highlighted.

These changes were communicated to the Change Management team that used them to carry out stakeholder impact assessments and to develop bespoke training plans for different stakeholder groups. Required changes to existing information management standards (to align with BIM ISO 19650) were also identified and communicated to the client.

Following data migration, staff training and operational readiness assessments, the MVP went live to a selected group of stakeholders. User feedback was collected which was used to shape the 2nd iteration of the new digital platform for wider roll-out across the organisation. Further iterations of the digital platform (with increasing functionality) were developed before the final version of the digital solution was rolled out across the airport estate.