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Roadmap 2020

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1. VISION, MISSION, VALUES, GOALS AND BENEFITS

This section outlines the vision, mission, values, goals and benefits of *bSI*, all of which inform the subsequent vision for the next ten years and the route map setting out how to achieve that vision.

Vision

Sustainability by building SMARTER

Mission

Contribute to the sustainable built environment through SMARTER information sharing and communication using open international standards in the building and construction sector, private and public.

Values

What are bSI's unique and distinct values which distinguish it from other organisations in its area? It aspires to be:

- **Neutral and independent**, and therefore not beholden to any group or company, whether software suppliers, building companies, architects or others, or indeed governments
- **Open and transparent**, because the processes by which *bSI* operates need to be clear and understood by all to demonstrate its independence and neutrality
- **A not-for-profit organisation**, meaning that any profits it might make from commercial or quasi-commercial activities are used for non-commercial purposes such as developing standards

Goals

- Develop and maintain open international standards for Building Information Modelling (Open BIM)
- Accelerate market assimilation of interoperability through successful sustainable projects and dissemination of good practice
- Provide networking opportunities, specifications and written guidance
- Resolve high cost problems that hinder data sharing
- Extend buildingSMART processes and technology to the whole built environment, over its lifecycle, and encompassing leadership, production, facilities management and engineering maintenance

Benefits

- Realisation of public and private sustainability agendas
- Better buildings faster and cheaper (value for money)
- More predictable outcomes (reduced risk)
- High performing, energy efficient buildings (better environment, lower cost)
- New business opportunities

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2. A 2020 VISION

2.1 This section discusses what the world will look like for *buildingSMART* in 2020. It considers three options but comes down firmly in favour of one. In doing so, it strongly emphasises *bSI*'s values, which will represent its distinctiveness and "brand".

2.2 Everyone connected with the organisation accepts that *bSI* needs to grow if it is to maintain and extend its influence. This inevitably leads into a discussion of money and resources, and how and to what extent might *bSI* extend its commercial activities and with what consequences for the international organisation and for chapters. If *bSI* is to employ people to cope with an increased workload, it will need to assure potential employees that its income is stable and sufficient.

Where are we now?

- The tipping point was reached in 2010; many companies are now "doing BIM"
- Education and training are unco-ordinated and difficult to locate; research efforts are unknown to most
- Few open BIM standards are used
- Information does not flow and interoperability is a major problem; there are few Model Views and they are not coordinated
- Few integrated design, construction and operational projects; most implementation efforts are severely underfunded

Where do we want to be in 2020?

- *bSI* is seen as *the* world authority on open BIM
- *buildingSMART* members' successes are routinely recognised
- At least 20 strong chapters with 60 countries involved
- An authoritative position on people and processes as well as technical standards
- Well-founded and strong member organisation where people meet to solve how to build and operate buildings in the future. *bSI* plays a major part in standards-setting; ISO Standards are embedded in vendor software.

bSI's values and the buildingSMART "brand"

2.3 *bSI*'s core values include neutrality, independence, openness and transparency. It does not seek to compete with chapters or chapter members, but rather to help chapters operate more successfully by means of facilitation and dissemination of good practice. This implies that the "*buildingSMART* brand" should be seen to represent:

- **Quality in setting standards**, not only on the technical side but increasingly for processes and people and culture
- Products and services which mostly **add value to, complement or enhance** but do not compete head-on with products and services provided by its members or potential members (using "members" both in the sense of national chapters, and the organisations which make up most of the membership of the chapters)

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Possible business models

2.4 The first two business models described below represent relative extremes, while the third represents a “middle way” which it is suggested is the ideal way to proceed.

1. *bSI* remains more or less as it is at the moment, with limited commercial income and relying mainly on voluntary effort, goodwill and contributions from chapters. This might be described as the “purist” option.
2. It becomes a much more “commercial” operation, seeking to earn the bulk of its revenue from the sale of products and services.

2.5 A “middle way” could be for *bSI* to seek to build on the values outlined in Section 1, while looking to raise revenues from commercial activities which are essential to carrying out its mission. It also looks to strengthen existing chapters and to create new ones because more and stronger chapters will mean a stronger international organisation. The options are shown as Table 2.1.

2.6 Following Option 1 would mean at best stagnation for *bSI*. Up to now, it has relied heavily on voluntary efforts. If its influence is to continue to grow, it will need greater resources and full-time employees who will need to be funded. Continuing to rely on a limited number of enthusiastic but over-worked volunteers may lead to disillusion and eventual lack of interest and decline.

2.7 Going down the more commercial route (Option 2) would mean a radical departure from *bSI*'s core values. It would almost certainly mean that member companies would feel (and perception is important here) that in some respects *bSI* might potentially be in competition with them. This in turn would lead to a loss of members and a loss of neutrality: in a world becoming increasingly reliant on open BIM, neutrality is *bSI*'s greatest asset and represents its uniqueness. Greater commercialism might also mean that that voluntarism – one of *bSI*'s greatest assets – could be reduced.

2.8 The “middle way” seeks to build upon the values of neutrality, independence and openness which represent *bSI*'s unique selling point.

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TABLE 2.1 THREE POSSIBLE OPTIONS FOR *bSI*

THE “PURIST” OPTION	“THE MIDDLE WAY”	THE “COMMERCIAL” OPTION
Income	Income	Income
Chapters (60%)	Chapters (more and stronger)	Products/services
Certification (20%)	Certification	Chapters (reduced?)
Sponsorship* (20%)	Products/services	Sponsorship (reduced?)
	Sponsorship* (more)	Certification
Resources (rel. importance)	Resources	Resources
Volunteers/in kind	Full and part-time staff	Full-time staff
Part-timers	Volunteers/in kind	Consultants
Consultants	Consultants	Volunteers/in kind (?)
Products/services	Products/services	Products/services
ISO	ISO	Software
Certification	Certification/licensing of	Training (direct)
Website	products, processes, courses	Consultancy (direct)
	Events	Events
	Guidance	Website
	Website	
Strengths/weaknesses	Strengths/weaknesses	Strengths/weaknesses
Limited resources	Increased income	Income potential but:
Purity	Complements chapters’ work	-Competition with chapters
Over-reliance on volunteers	Membership growth	-Loss of members (?)
Neutral	Neutral	-Not seen as neutral (?)
Unique	Unique	-Just another player (?)
Could just fade away!		

* Sponsorship will need to be carefully defined so as not to compromise chapters

2.9 But the middle way does raise questions, such as:

- What kind of products and services can *bSI* provide without conflicting with commercial companies? Should there be a clearly delineated “buffer zone” between *bSI* products and services and those provided by commercial companies?
- What sort of products and services can *bSI* itself provide, as opposed to those provided by regional *buildingSMART* chapters?
- What proportion of income should be raised from products and services, and what from subscriptions? (Currently about 60 per cent is from subscriptions.)
- What might be the implications for *bSI*’s organisational structure? What changes will need to be made if commercial income is to grow?
- How can *bSI* help chapters to grow and prosper so that they become better able to contribute in financial and non-financial terms to the international body?
- How can *bSI* help to create successful new chapters?
- Should chapters be encouraged to take the same route as *bSI* – that is, neutral, not seeking to compete with commercial providers, and not-for-profit?

2.10 What sort of revenue-raising products and services might *bSI* provide or facilitate? More detailed proposals are set out in the remainder of this document but in summary they could be:

- Setting standards for software, processes, and people and culture (and potentially, the dictionary)
- Certification via third parties and the role of *bSI* in ensuring that the certification is consistent and of the right standard
- Guidance (e.g., on how to introduce Open BIM)
- Events – conferences, seminars, competitions, awards
- Some paid-for information on the website
- Developing, facilitating and licensing training courses provided by approved third parties

2.11 The remainder of this document – the roadmap – looks at how “the middle way” might best be put into effect.

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3. A CHANGE OF EMPHASIS

3.1 This section looks at the three main strands of *bSI*'s work: people and culture; process and dictionary; and technical standards. A change in emphasis towards people and culture, and process is suggested.

People and culture

3.2 Although in the past the main focus of *bSI*'s work has been on improving interoperability via technological innovation (and to a lesser extent, process) the main obstacle is now seen as people and culture, including:

- Directors and senior managers in key companies, including clients and suppliers, are resistant to change
- Even when senior people are convinced, middle managers are resistant
- One or two companies in a supply chain are resistant, so the project goes at the speed of the slowest
- Lack of a regular supply chain, where all firms share the same culture and understand each others' needs
- People within companies do not communicate effectively
- People at various levels do not communicate effectively between companies
- Team working (intra- and inter-company) is ineffective
- Lack of technical skills (this is now perhaps less important than most of the previous headings).

3.3 Some of these obstacles may have arisen because OpenBIM seems over-complicated to potential users and steps need to be taken to de-mystify it. The emphasis needs to be on business improvement, not technology. However, because of the importance for people to learn within their own cultural and business settings, and for learning materials to reflect national preferences and ways of teaching and learning, there might be only a limited role for *bSI* in these important processes. Most of the work should be left to local chapters, not least because that is where the people are. But *bSI* will have a role in stimulating actions and passing on good practice.

Action

bSI to encourage chapters to focus on "people issues".

Start 2011.

A work programme

3.4 Stage 1 might be to *survey users (and non-users) to establish barriers* to the introduction of *buildingSMART* processes and procedures (what has worked; what hasn't).

Actions

Project to be run in (say) three countries by chapters, co-ordinated by *bSI*.

Start 2012.

3.5 The outcomes of the survey could include *the development of learning materials*, including case studies, to be used by companies, universities, colleges and industry training organisations.

Further actions

Actions here would include:

- Working with selected lead universities and industry-based training organisations on provision, accreditation and certification of learning materials and courses, including courses for in-house trainers.
- Developing and certifying separate resources (not just technical; could be on culture change, collaborative working...) for different categories of people with differing needs – e.g., senior managers, “champions”, team members, team leaders
- Certifying as proficient people who have successfully been through the various learning experiences
- Using learning materials and courses as a revenue stream
- Establishing international conferences/seminars for industry leaders, including how companies and supply chains have made cultural and other transformations.

2014 onward. Action mainly by chapters, but with *bSI* playing a role in making materials more widely available (e.g. by translating into English) and perhaps certifying the use of open BIM standards by people, organisations, and software developers. *bSI* would organise the international conferences as a revenue stream.

- Developing a library, including case studies, to enable companies to train, coach and mentor employees (their own and contractors’ employees); whether a full-time librarian might be available to support members’ development and use of IDM and MVD could be a question for discussion in due course, resources permitting

2014 onwards. Action by *bSI*, using materials supplied by chapters.

- Developing an award (or awards) for the best course, learning materials and/or training scheme (see section 5, Communications)

Process and dictionary

3.6 Unlocking the benefits of BIM requires significant improvement in the quality of communication between the participants; a coordinated generic business process needs to be in place which supports information flow and is available to all members, and that information-based BIM is normal practice for all projects from conception to conclusion.

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NBIMS

3.7 Turning the various national BIM standards into an ISO Standard incorporating the best of each would be a major project, taking probably 3 – 4 years.

Action

Start international version when Version 2 is available late 2011.

The BS Dictionary – formerly IFD Library

3.8 Because it can help them save money or add value, an important motive for groups like manufacturers of building products remaining in or joining *buildingSMART* is the ability to source products through the bS Dictionary. Key issues are

- the extent to which *bSI* has a physical database with product definitions
- how far *bSI* should own the product
- and how it can or should make money out of it.

Action

January 1st 2012. Integrate the Dictionary into mainstream bSI work.

Contracts and insurance – legal issues

3.9 In certain countries, the reluctance of insurance companies to insure projects rather than individual companies can be an obstacle to the introduction of BIM. Contracts drawn up in a “traditional” way can also present problems.

Action

bSI to develop generalised advice on contracts and insurance, drawing on chapters’ national experience.

Start 2012.

Corporate memory

3.10 If companies involved in projects record successes and failures (pre- and post-mortem reviews), they can learn lessons for the future. This happens very rarely and often vital information is not preserved because people move on to new jobs, retire or simply forget what has happened in a particular project.

Action

With the participation of chapters, develop a “corporate memory” project or projects with the aim of drawing up templates and case studies for use by member companies and educationalists.

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Start 2012 and on-going.

Certification and quality

3.11 Currently *bSI* has a certification process for software, and is extending it towards processes and users.

Action

Continuing and increasing certification of processes and users with moves by chapters, encouraged and supported by *bSI*, towards certification of people, education and training courses, and educational and training establishments.

On-going from 2011.

Technical standards and relations with ISO

Current arrangements and work

3.12 The current arrangements, with the Model Support Group, the Implementation Support Group and the Technical Advisory Group reporting to the ITM, are working well and do not require change.

Relations with ISO

3.13 The meeting with ISO in February was very positive. The main points concerning the relationship with the ISO are:

- The current structure leads to duplication and is time-consuming; people should meet only once. The EXPRESS modelling standards used by *bSI* are TC184 products. As long as *bSI* uses it strong ties are needed with TC184
- ITM should not become an ISO committee but *bSI* needs some control over its working groups – strengthen relations with TC59 and sub-committee 13. Currently, *bSI* is on a fast track and prepares standards almost to the finish, but is not really represented on the ISO sub-committee
- Standards for process and dictionaries should be developed solely for construction, while conforming to the umbrella standards for all industries. Such standards need to relate to generic standards for process and dictionaries, but with guidance from *bSI* about their application in member countries.
- Consideration will need to be given, in light of developments, as to whether to charge for ISO standards or whether they should continue to be available free. The issue is whether *bSI* can publish the standards publically before they become an ISO standard, while ISO charges for its standards as usual. *bSI* also needs the ability to make and publish additions and changes to the original *bSI* publication and perhaps resubmit later to ISO again. In effect ISO has the copyright on a specific snapshot of the IFC, IDM etc standards.
- Local chapters, who vote on acceptance of standards, also need to establish good relationships with their national standards bodies and specifically with the shadow committees for ISO.

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Actions

1. Seek representation on sub-committee 13 and to strengthen ties with TC 59.
2. Widen and speed up work on process and dictionary
3. Continue to monitor whether to charge for ISO standards.
4. Chapters to be recommended to establish good relationships with their national standards bodies and with the shadow committees for ISO.

All on-going from now.

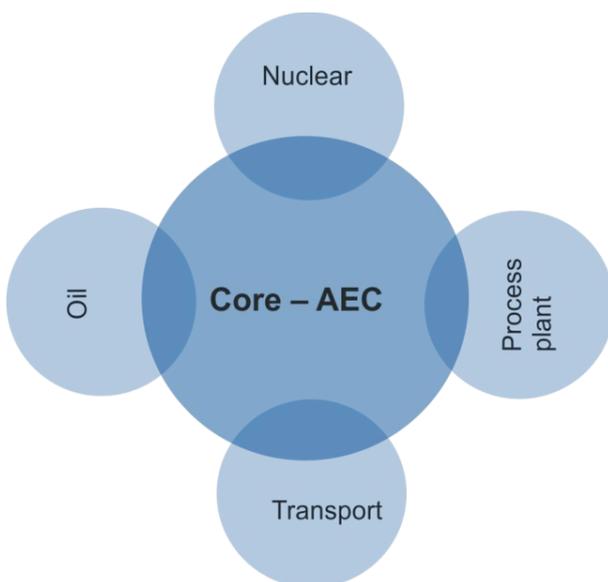
3.14 There is a potential issue about compatibility between building (TC59 SC13) and construction engineering (TC184 SC4) – most construction engineering will fall outside but there are areas of overlap, as Figure 3.1 seeks to illustrate. However, TC184 provides the modelling technology and hopefully IFC standard, while TC59 standardises content and processes. ISO standards should be mutually supportive; a subgroup from Excom has concluded that for the time being *bSI* needs to maintain ties with TC184 (especially while it is attempting to move IFC4 through as an ISO standard).

Action

bSI to increase representation in TC59 with a view to putting all its standards through this route in future.

On-going from now.

FIGURE 3.1: AREAS OF OVERLAP IN ISO STANDARDS



Other international bodies

3.15 Other international bodies may have similar issues with ISO (the Open Geographical Consortium – OGC – and IRTC, a grouping of government bodies have been suggested). *bSI* has a memorandum of understanding with OGC. The problem from the *bSI* side has been a lack of resources to do something together. OGC in fact organized a project to demonstrate IFC use in a practical scenario. Additionally OGC is providing a Web portal for the use of buildingSMART North America.

3.16 In terms of other international bodies, *bSI* has a good working relationship with FIATECH (serving the Process industries) based on standards they develop based on ISO 16926, also a TC184 standard. There was a mutual proposal to work on a translator between IFC and their XML, but lack of resources again did not allow it. There is a translator for a small portion of the scope of IFC. *bSI* also maintained a good relationship with OSCRE and worked on a common project once, but again lack of resources muted the effort.

Actions

1. Develop a project looking at all XML projects as opposed to just FIATECH's. Start summer 2011.
2. Continue efforts to ensure that software providers become more responsive to users' needs in the real world, via chapters and *bSI*. On-going

4. GOVERNANCE AND RELATIONSHIPS WITH CHAPTERS

4.1 Some chapters are stronger financially and in terms of resources than others. Stronger chapters will mean a stronger international organisation. Much of the work will need to be carried out locally. The questions then become “What is the role for *bSI*?”, “What can *bSI* do best and what can chapters do best?” and “How best can *bSI* act to strengthen chapters?”

Relations between *bSI* and chapters

4.2 In effect, there seem to be four decreasing levels of activity for *bSI*:

1. Things that only it can do – e.g. dealing with ISO
2. Things that it feels strongly are essential if chapters are to be effective and influential
3. Areas where it can influence what chapters can do, for example by facilitating the exchange of good practice
4. Influencing outside bodies such as universities or companies – here the recipient body may sometimes not even know that an initiative has begun with *bSI* because it may have received the information via a third party such as a software provider

4.3 The following statements derive from the above

- *bSI* should act as a driver, pushing chapters to take actions which it perceives to be needed, e.g. developing links with ISO shadow committees
- *bSI* should act as a facilitator for chapters, passing on good practice (see below) and aiming to raise weaker chapters to the level of the best via (e.g.) newsletters and case studies
- *bSI* should seek to avoid competing with chapters when it develops products and services because to do otherwise could take potential sponsors away from national chapters
- Such products and services as *bSI* develops should in the main, and unless there is a strong justification for acting otherwise, be limited to those which are truly international – for example, those developed via the ISO route. (Otherwise *bSI* would find itself in competition with chapters.) Certification is another area where there will be scope for *bSI*.
- *bSI* and chapters should agree on a process for two-way interaction (iteration) in which information is more readily passed up and down (and then acted upon) than it is at the moment

4.4 In financial terms, giving up the opportunity for potential sponsorship could reduce the funds available to the international organisation while increasing those available to some chapters; although if this were to strengthen chapters financially, it might be possible in turn to increase subscriptions to *bSI*.

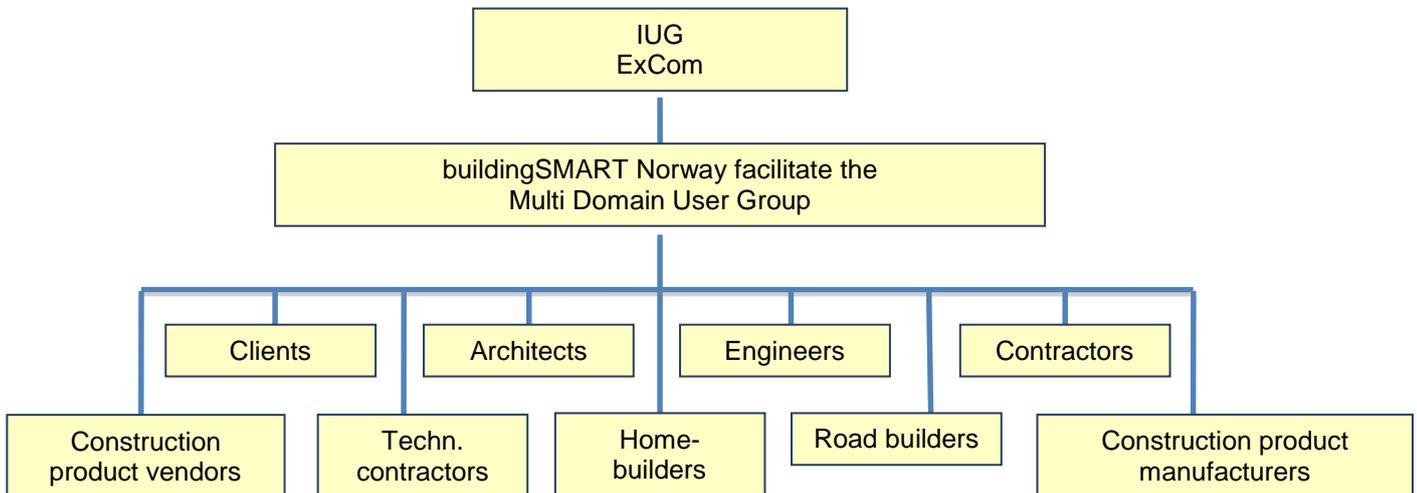
Similar organisational structures?

4.5 At the moment, not all chapters have the same organisation. Figure 4.1 describes how *buildingSMART* is organised in Norway in terms of user groups. Because the representative of the

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Norwegian User Group is elected to bS's User Group, he must express the views of his chapter to the international User Group.

FIGURE 4.1: STRUCTURE OF NORWAY'S USER GROUP



Chapters will develop their own organisational structures, but the Norwegian model (or something similar) could be a model, with a User Group in each, feeding ideas and proposals up and down in an iterative process. This could help to ensure that views expressed at international meetings are representative of the views of chapters.

Building stronger chapters

4.6 The previous paragraphs lead naturally into a discussion of whether a “model” for a strong chapter can be created, what this might look like, and what role the international body might have in helping the development of chapters. Headings for this might include:

People

- Find the right people. “Champions” or leaders to drive projects are essential, but they need an active support group. Don’t rely on one or two overworked people
- Involve as many as possible in activities or workshops
- Drop those who don’t contribute
- Find “strategic members” – key firms and people to lead in each domain

Communicate – identify the benefits

- Explain the business improvement agenda, not the technology agenda
- Start by identifying what is needed, then develop, promote and deliver
- Communicate effectively to recruit and retain members. Be visible

Activities

- Don’t take on too much. Start slowly and build activities
- Tackle the most important issues first
- But also look for “quick fixes” to keep members engaged

Network

- Get close to industry associations and government bodies to try to influence their agendas. Get to know the key individuals
- Look to companies and associations to provide free sponsorship and hosting of events and projects
- Use universities and training bodies for research, domain support and development of learning materials

Action

A small Communications Group to develop the above headings further, perhaps with exemplars and case studies, for dissemination to chapters.

Start 2012.

Strategic Advisory Board

4.7 A Strategic Advisory Board is being established within *bSI* to advise ExCom and IC, without a role in governance but with connections to high levels in the industry. It is hoped that this will also bring chapters closer to *bSI* and make them feel more involved. Currently HOK is an exemplar of good practice, but there are few others with this kind of visibility.

Action

Identify other highly visible industry and government participants and plug them into the SAB.

Start now.

Timing

4.8 Currently, some chapters' meeting dates are not well synchronized with *bSI*'s timetable of meetings.

Action

All chapters are recommended to meet 4-6 weeks before *bSI* to give adequate time for consideration of their proposals and ideas. *bSI* will circulate its papers and agendas in time to make this possible.

Start now.

5. COMMUNICATIONS

Website

5.1 The website will remain *bSI*'s main vehicle of communication and the focal point for industry-wide BIM efforts. By 2020 common educational goals should be in place and a compendium of educational sources and research related to open BIM available to all members via the website. The status of construction projects and research projects will also be listed. Thus the website will be continually upgraded in terms of content, some of which will be free but some available only if paid for. Decisions will need to be made about what content to charge for, and on differential charging (i.e., materials to be made available free, or at reduced cost, to members). Translation of more materials from non-English-speaking chapters into English is also highly desirable.

Action

Continue to upgrade the website. Consider charging and translation in due course.

Communications Group

5.2 A Communications Group is to be established, with perhaps three or four members, to improve communication with chapters. Each chapter will be invited to designate an individual responsible for communications, both nationally and with the international Group. Responsibilities for the Group, which could operate within the framework of the IUG, are discussed below.

Networking

5.3 One potential benefit of *bSI* meetings is to provide informal networking and learning opportunities, but meetings have not always been organised to maximise this

Action

IC, ExCom, and the Advisory Board to meet at the same time and in the same place to encourage such opportunities and exchanges.

From 2012

Awards

5.4 One relatively cheap way of communicating good practice is to establish an international awards scheme. Awards are to be established for

- Best chapter
- Best openBIM project
- Best new software
- Best education/training project

5.5 Benefits of an awards scheme would include

- Increased media coverage for buildingSMART and openBIM
- Case study material
- Helping to develop criteria for certification

Actions

1. Invite chapters to submit nominations for projects and software, stating their reasons for doing so on a template to be developed
2. Encourage chapters to develop their own awards, national winners to be submitted for the international award
3. Judging and other work connected with the awards to be carried out under the auspices of the User Group

Start 2013

Annual report, newsletter and e-mail alerts

5.6 There is already a regular Newsletter, while the first Annual Report was prepared in 2011 and will be extended in future years. Monthly e-mail alerts will begin during 2011, with news of the latest developments, and the content of the Newsletter will be gradually increased. E-mail alerts, the strengthened Newsletter and Annual Report will be the responsibility of the Communications Group which will also function as an editorial board.

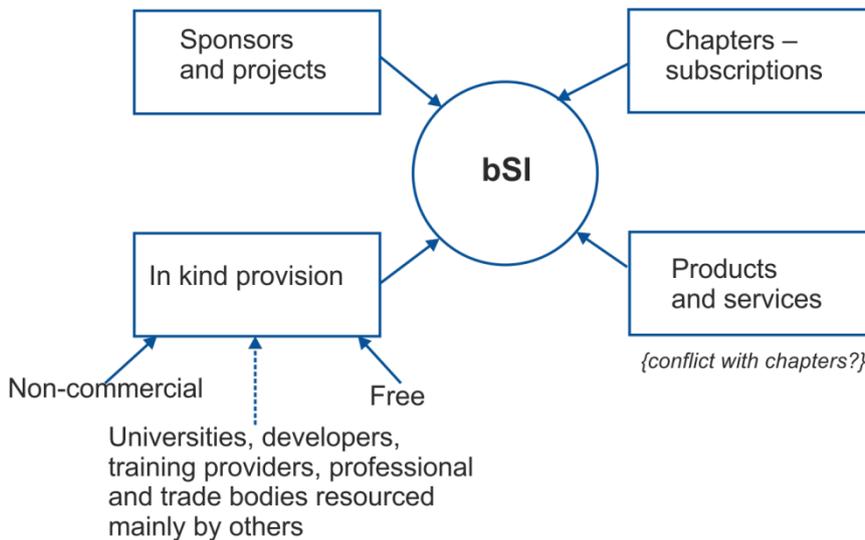
5.7 In terms of content, the e-mail alerts will consist of headlines of latest developments; the new-look Newsletter will contain articles developed from the alerts and other articles; and the Annual Report will review the year, look ahead to the future, and contain in-depth and detailed articles on technology and business needs.

e-mail alerts by late 2011; gradually strengthen content of Newsletter and Annual Report

6. FINANCE, RESOURCES AND LEGAL ISSUES

6.1 Figure 6.1 shows the financial and other resources available to bSI.

FIGURE 6.1: FINANCIAL AND OTHER RESOURCES



6.2 Since August 2010, when the budget figures were drawn up, there have been changes. At that time, the aspiration was an income for 2013 of \$675,000, of which \$450,000 would be from chapters. Now the latter figure looks more likely to be \$300,000, although this is offset to some extent by increased income from certification: not enough, however, to make up for the shortfall in subscription income. As the lower box on Figure 6.1 seeks to illustrate, many things that happen do not appear on the balance sheet – for example, what volunteers do, what universities support.

Increasing sponsorship through projects

6.3 In these circumstances, the aspiration to employ two full-time people by 2012 to cope with the increased workload may be optimistic. If it is accepted that subscription income will not go much beyond \$300,000, the only possibility looks to be raising more money from sponsorship. Project sponsors will look for one hundred per cent of the cash they allocate to a project be spent on that project, while strategic sponsors will pay \$50,000, of which \$40,000 will be nominated for the project and the rest will go towards general support. Moreover, there is the possibility that many possible projects could be better carried out by chapters (the rules require that at least two chapters plus the initiating chapter and two software developers should support a project if it is to be international – although of course the actual work may be carried out locally, with the sponsor chapter taking the lead). A system is currently being put in place which lists unfunded projects to help them find sponsors.

Activities to produce income

6.4 Income from certain activities may not always cover costs, but should be seen as a means of achieving *bSI*'s wider goals. The following points all have potential for raising income but will need further consideration with a view to achieving a sustainable funding model. Not all, of course, will happen simultaneously and some will take priority over others.

- Could education/training materials be an income source, even if partly developed from materials provided by chapters? (Any profits might be shared with chapters supplying the materials.)
- How far can *bSI* go in providing webinars, *buildingSMART* events, *buildLive* weeks etc and what income might be derived from them?
- What other products and services might provide income?
- Might certification in future provide some general income?

Action

Chapters to be requested to draw up a programme for the development of income-raising activities.

Chapters to report back to *bSI* by May 2012.

Legal

6.5 *bSI* is registered under English law as a not-for-profit company limited by guarantee. This means that the percentage of its income that it can raise commercially is limited (the usually accepted figure is 15 – 30 per cent) because not-for-profit companies should not have a substantial part of their income at risk. If the proportion of income derived from trading were to rise, it would be necessary to set up a separate trading company, whose profits would be directed towards the not-for-profit company. There will of course be additional legal, accountancy and administrative costs in running two organisations so any decision should not be taken lightly.

Action

Consideration of establishing “*bSI* Enterprises Ltd” to begin in autumn 2011, with a view to setting up a separate company by 2013.

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ANNEX

ACTIONS (para no.)	BY WHOM	START
People and culture		
Barriers survey (3.4)	Chapters; bSI co-ordinates	2013
Develop/certify learning materials (3.5)	Mainly chapters; some role for bSI	2014
Library (3.5)	bSI; chapters supply materials	2014
Process and dictionary		
Make NBIMS ISO standard (3.7)	bSI	2015
BS dictionary (3.8)	bSI	2012
Contracts and insurance (3.9)	bSI, with help from chapters	2012
Corporate memory (3.10)	bSI, with help from chapters	2012
Certification and quality (3.11)	Chapters, with bSI support	On-going
Technical standards and relations with ISO		
Sub-committee 13/TC 184 (3.13)	bSI	On-going
Process and dictionary (3.13)	bSI	On-going
Charging for ISO standards (3.13)	bSI to continue to monitor	On-going
Develop relations with local standards bodies/ISO shadow committees (3.13)	Chapters	On-going
Inc. representation in TC 184 (3.14)	bSI	On-going
Look at all XML projects (3.16)	bSI	2011
More responsive providers	Chapters and bSI	On-going
Governance and relationships with chapters		
Chapter development (4.7)	bSI User Group with chapters	2012
Identify new participants for SAB (4.8)	ExCom with chapters	2011
Timing of meetings (4.9)	Chapters	2011

Communications

Website (5.1)	bSI	On-going
Establish Communications Group (5.2)	User Group; nominations from chapters	2011
Networking opportunities (5.3)	bSI	2012
Awards (5.6)	User Group and chapters	2013
e-mail alerts (5.7 & 5.8)	Communications Group with information from chapters	2011
Strengthen Newsletter & Annual Report Comms Group and ExCom with information from chapters (5.6 & 5.7)		On-going

Finance, resources and legal issues

Develop income-raising activities (6.4)	Chapters	Report 2012
Establish "bSI Enterprises Ltd" (6.5)		2011-13