

Webinar

# Managing Mid-Project Changes in the Age of AI

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**Andrey Belogortsev**  
Regional Manager,  
MENA & APAC



**Chiang Xin Yi**  
Senior Consultant,  
APAC



# Housekeeping Notes

## Technical Help

- If you face any audio/video issues, try refreshing your browser
- Chrome is recommended for best performance
- Still stuck? Post in the **Chat Box** and our team will support you

## Questions

Submit your questions any time in the **Q&A panel** – we'll answer them live in the dedicated Q&A session

## Recording & Slides

No need to take notes – the session recording and slides will be shared with you afterward.

# Meet The Experts

## **Regional Manager – MENA & APAC Digital Transformation Consultant**

Andrey is Regional Manager for MENA & APAC, with 5+ years of experience supporting digital transformation across the construction industry and hands-on involvement in 420+ projects.

With an academic background in materials science and physics, he combines strong technical knowledge with practical expertise in improving construction workflows, project documentation, and technology adoption. He has completed digital transformation certification from Berkeley Haas and is currently pursuing an MBA at Hult International Business School.



**Andrey Belogortsev**  
Regional Manager,  
MENA & APAC

# Meet The Experts

## **Civil & Structural Engineer | Senior Digital Construction Consultant**

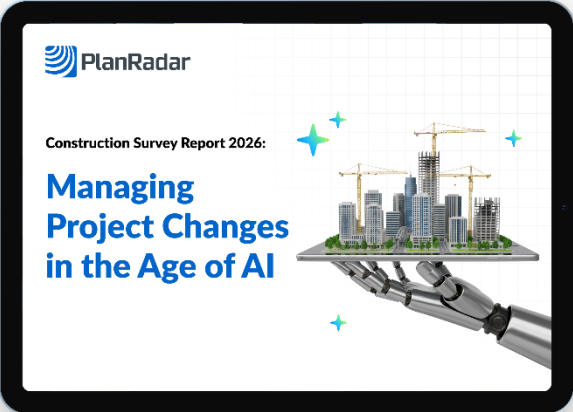
Xin Yi is a Civil & Structural Engineer with 15 years of experience across engineering design, project delivery, and construction technology.

She spent 8 years managing high-rise, residential, and mixed-use developments as a consulting engineer, and has spent the past 7 years supporting digital transformation across the Malaysian construction market.



**Chiang Xin Yi**  
Senior Consultant,  
APAC

# This webinar is built on a survey of 1,728 qualified construction professionals



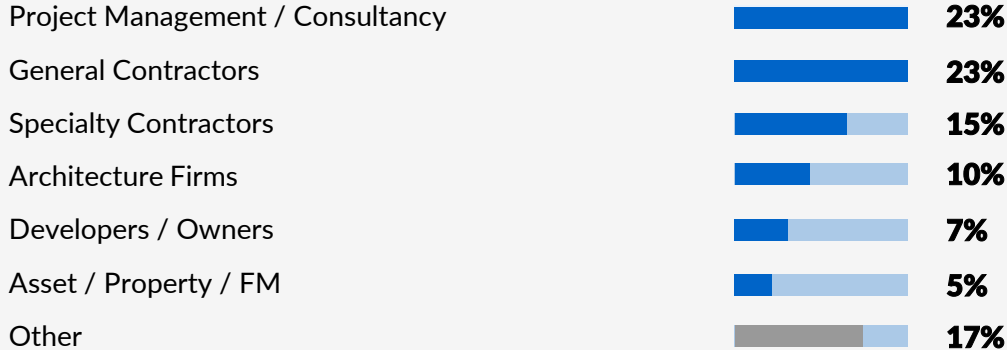
**Respondents**  
**1,728**  
construction professionals

### Screening criteria

Only respondents who answered “Yes” to “Are you accountable for on-time and on-budget project delivery of a project?” participated.

[Download report](#)

### Sectors



### Geographic scope

A global sample drawn from 14 countries across Europe, the Middle East, and Asia-Pacific:



# Mid-project changes are the 2nd biggest day-to-day challenge for Project Managers

## Biggest day-to-day challenges for Project Managers:

- 1 Keeping projects on schedule
- 2 **Managing mid-project changes  
(including RFIs, change orders, variation requests)**
- 3 Staying within budget / tracking cost impacts
- 4 Coordinating across multiple stakeholders
- 5 Administrative workload (emails, paperwork)



**Mid-project changes:** any change that causes an adaptation to the construction project documentation, including a deviation, a technical proposal, a submittal, or an official change order.

# Delayed approvals are the #1 pain point when managing mid-project changes, and they cost weeks

## Top 3 pain points with mid-project changes:

- 1 **Delayed approvals and slow responses**
- 2 Inconsistent change request formats
- 3 Limited visibility into budget and timeline impacts



I usually initiate approval processes and sometimes I really wait up to 5 days to get feedback ... I have my back-up team... [they] keep an eye on these response times and follow up on them.

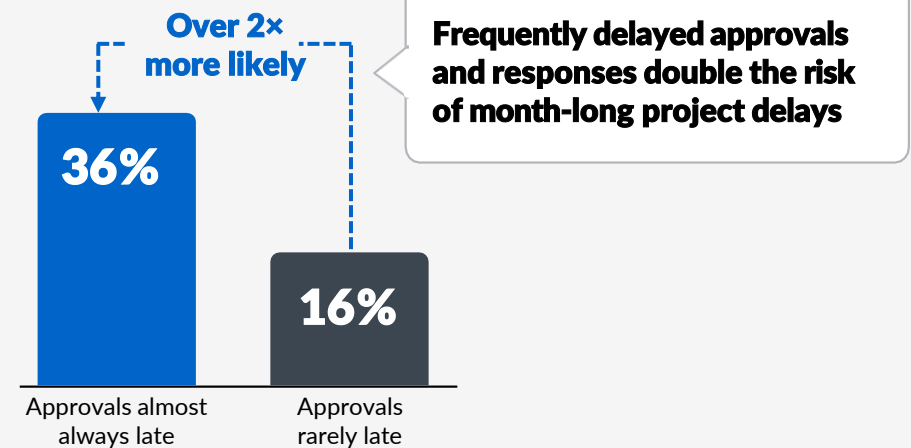
Heinrich Sommer, Senior Project Manager at AST GmbH

Delayed approvals have measurable schedule impact:



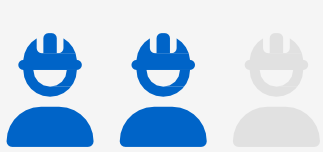
**One in four** respondents report month-long timeline impacts from delayed approvals

And it gets worse where approvals are almost always late:



# Mid-project changes are driving budget overruns

## The scale of budget overruns

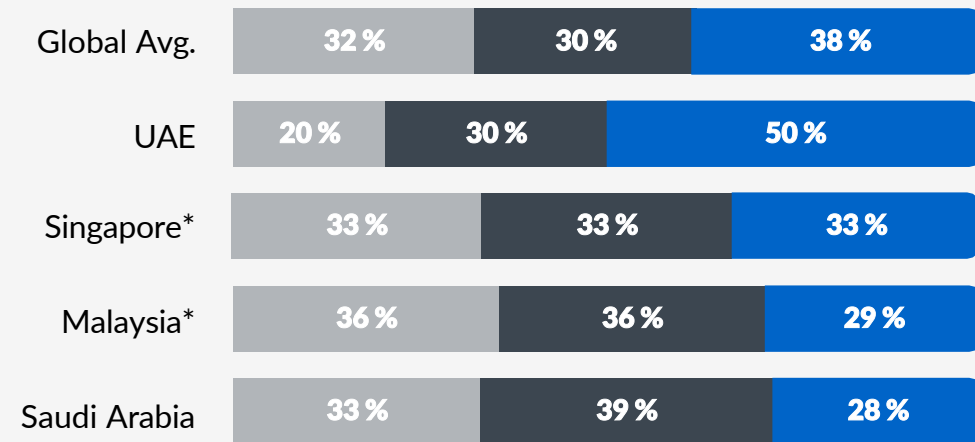


**2 in 3**

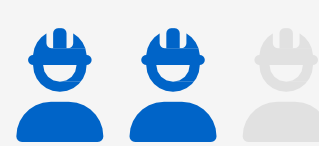
have more than 10 %  
of their projects overrun

## Rate of projects with budget overruns (last 2 years), by country

■ 0-10% of projects ■ 11-24% of projects ■ 25%+ of projects



## The common cause

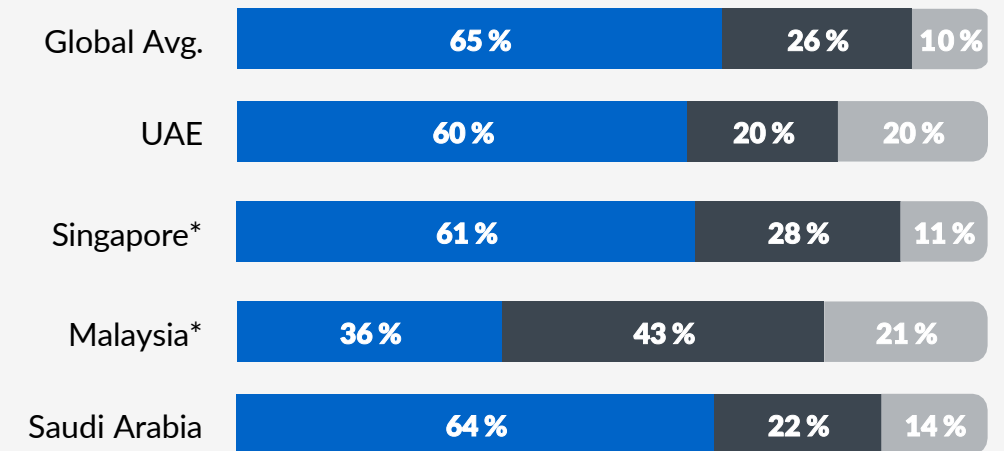


**2 in 3**

say mid-project changes lead to budget  
overruns in many or most of their projects

## Rate of respondents reporting mid-project changes as a common cause of budget overruns, by country

■ Many or most projects ■ Some projects ■ Few / Not sure



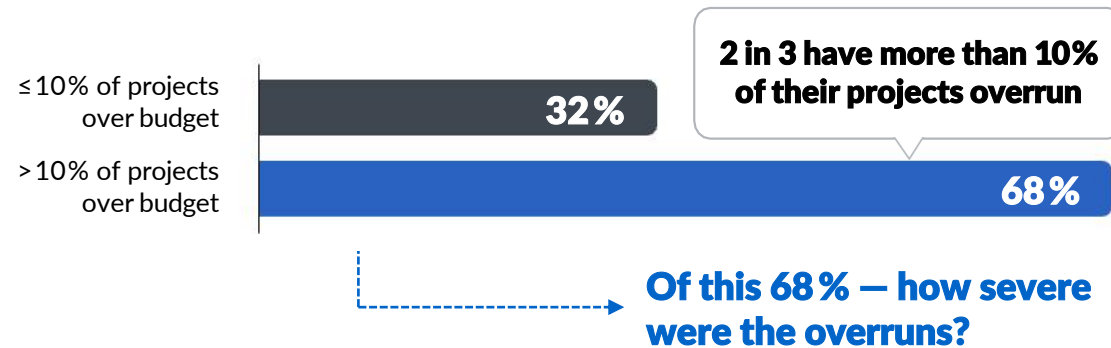
\* Small sample (n < 20): interpret with caution

# How much budget overruns cost in practice

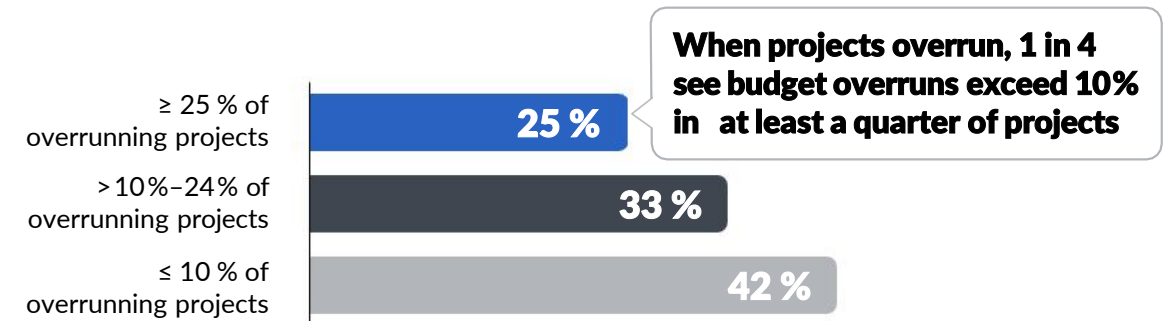
## The scale of budget overruns

Budget overruns are widespread. 68% of respondents report that more than 10% of their projects come in over budget. And when projects overrun, they overrun materially: 1 in 4 say at least a quarter of their overrunning projects exceed budget by more than 10%

### Rate of projects with budget overruns (last 2 years)



### Severity of overruns – within overrunning projects



### What this means in practice

On a typical mid-sized commercial or multi-unit residential project valued at approximately €10 million:

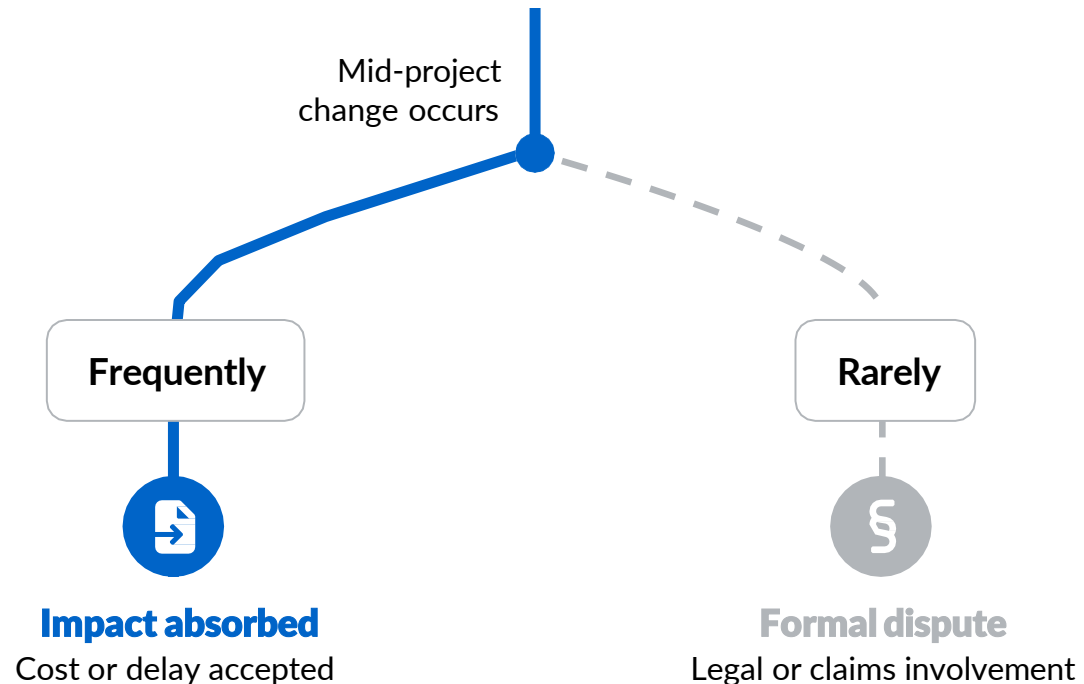
**€1M – €2.5M**

in unplanned additional costs per overrunning project.

# Disputes are rare. Reconstructing project history isn't.



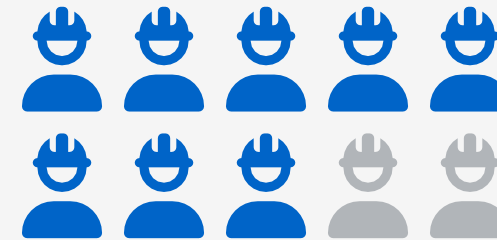
Nearly two thirds of respondents report that fewer than 5% of projects escalate into a dispute requiring legal or claims involvement



Only

**5%**

of respondents say they **never** need to **reconstruct project history** for disputes or claims



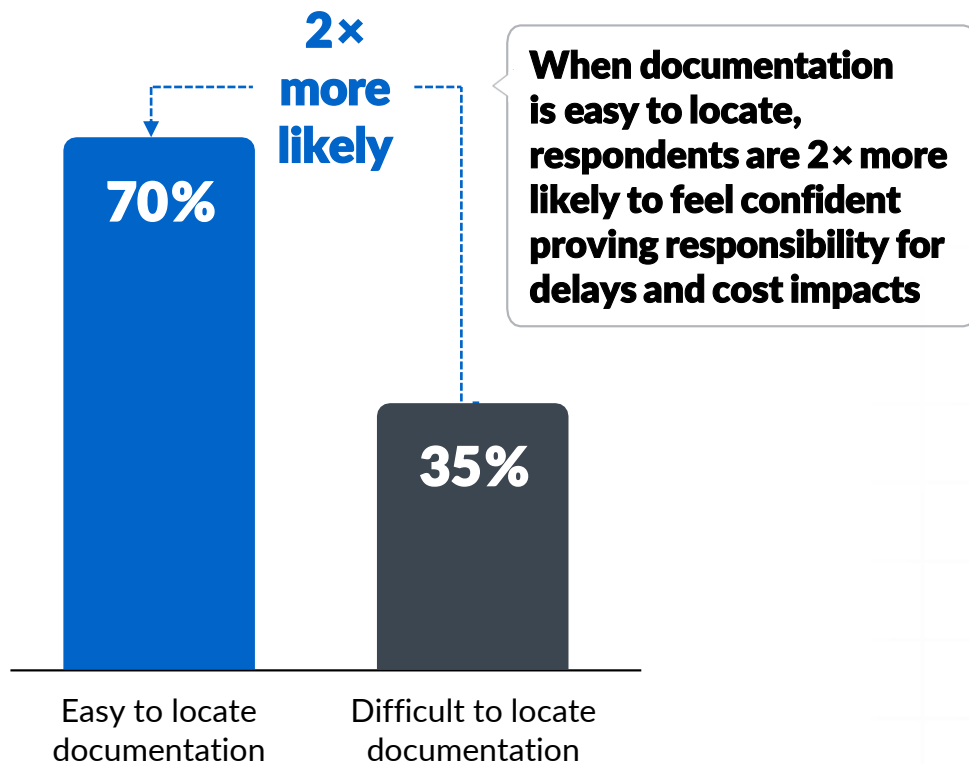
Nearly **8 in 10** say that the **majority\*** of their **documentation lives across unconsolidated communication channels**: emails, phone calls, text messages, and verbal instructions

\* Respondents saying that at least half or more of their documentation lives in unconsolidated communication channels

# From scattered records to dispute risk: a two-step chain

## 1. Documentation shapes confidence

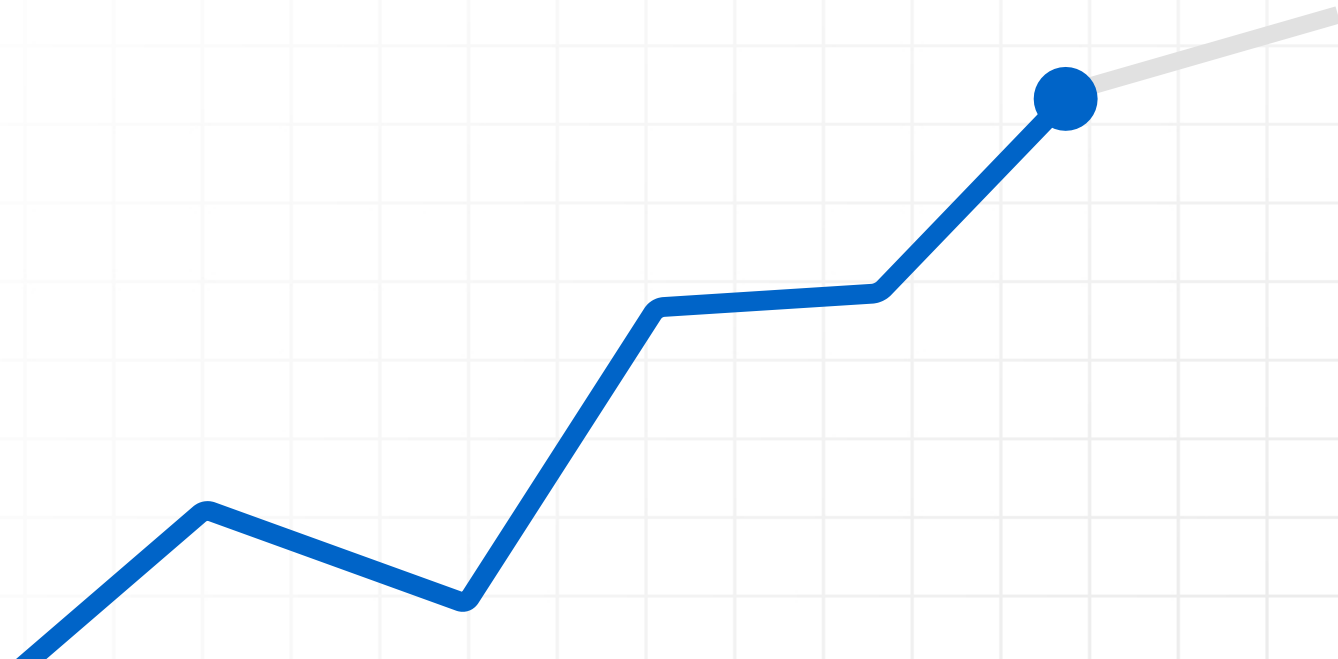
Rate of respondents confident their records clearly show which party was responsible:



## 2. Low confidence escalates disputes

How well could your project records prove who caused a delay or cost overrun?

↑ **75 %** higher risk of dispute escalation



# Adopters of digital tools see real returns

**More than half** have already adopted a central digital tool to track mid-project changes

Among those adopters:

**4 in 5** report improved ability to control costs or protect project margins

**Other improvements reported by adopters:**

**Increased visibility**



More than half report better visibility into who has ownership at each stage of change approvals

**Change history evidence**



More than a third report it's easier to prove change history in disputes or claims

**Faster approvals**



More than a third report faster approvals and responses

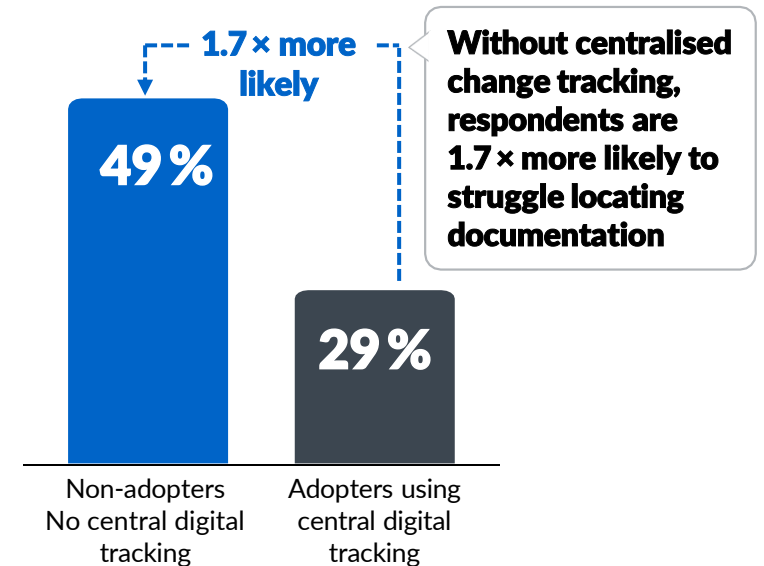


More comparisons and charts inside the full report.

[Read the report](#)

## Documentation risk

Rate of respondents reporting difficulty in locating documentation when preparing for claims or disputes:



# AI is already delivering for early adopters

The time savings are real:

**More than a third** of digital adopters already have AI integrated in their tools



Among those adopters:

**2 in 3** report saving at least two hours per week, per project, on administrative and coordination tasks

AI is tackling the biggest pain points:

When asked where AI helps most, responses directly address the pain points when managing mid-project changes:

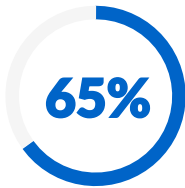


Faster approvals and responses



Fewer delays caused by lost or unclear requests

# Project Managers see AI as a way to lighten the load



**believe AI could streamline their biggest admin time drains**

Respondents highlighted their top admin drains as:

- Clarifying change orders with the original requester
- Coordinating approvals across stakeholders
- Consolidating scattered communications



**believe AI could help reduce workload across their biggest day-to-day challenges**

Respondents highlighted their top 2 day-to-day challenges as:

- Keeping projects on schedule
- Managing mid-project changes



Tasks that would have taken a specialist or an agency, I now have in seconds. I let the AI make a suggestion, look it over and say: oh my goodness, I would never have thought of that.

Heinrich Sommer, Senior Project Manager at AST GmbH

**Administrative burden is significant:**

**Nearly half spend**

**11+ hrs**

on administrative tasks per week, which is equivalent to more than one full working day

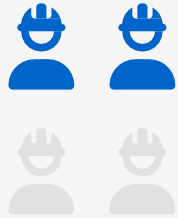
**Weekly admin**



**What this means in practice:**

A substantial portion of project time is consumed by administrative tasks that respondents believe could be reduced or streamlined through AI

# AI investment is a meaningful retention driver



**More than half** would be more likely to stay with their current organisation if it significantly **increased investment in technology and AI tools**

including **1 in 4** who would be significantly more likely to stay

## Key drivers of employee retention, according to global research



**Wellbeing**

60 % rate as very important to employment decision<sup>1</sup>



**Career development**

# 1 cited departure reason<sup>2</sup>



**Recognition**

45 % less likely to leave when recognition is high-quality<sup>3</sup>

<sup>1</sup>Gallup. (2025). Global Indicator: Employee Retention & Attraction. Retrieved March 2026 from [gallup.com/467702/indicator-employee-retention-attraction.aspx](https://gallup.com/467702/indicator-employee-retention-attraction.aspx)

<sup>2</sup>Work Institute. (2026). Retention Report 2026: Employee Turnover Insights and Trends in 2025. [workinstitute.com/retention-reports](https://workinstitute.com/retention-reports)

<sup>3</sup>Gallup & Workhuman. (2024). The Human-Centered Workplace: Building Organizational Cultures That Thrive. [workhuman.com/resources/reports-guides/the-human-centric-workplace-gallup-report/](https://workhuman.com/resources/reports-guides/the-human-centric-workplace-gallup-report/)



## Industry Context: The Talent Squeeze

The construction industry needs 2.5M more project professionals by 2035, a 60% increase from today (PMI). And the people already in the industry are commanding wages up 4.2% year-on-year, the highest rise in over a decade (Deloitte).

In a market like this, AI investment is no longer a nice-to-have for retention. It's a competitive necessity.

# The main barrier to AI adoption is trust, not fear of job loss

**1 in 2** respondents cite accuracy and trust as their main concern in using AI for project management

	Accuracy & trust in AI	Data privacy & security	Integration with existing systems	Learning curve/ too complex	Cost of implementation	Job security concerns	No concerns
Global average	55%	28%	27%	19%	15%	6%	12%
Saudi Arabia	63%	26%	7%	33%	19%	15%	7%
UAE	59%	18%	18%	29%	18%	6%	0%
Malaysia*	50%	40%	10%	20%	30%	20%	10%
Australia*	50%	25%	17%	25%	33%	0%	0%
Singapore*	46%	8%	15%	23%	31%	8%	23%

In Saudi Arabia and the UAE, the learning curve or complexity of adoption overtakes integration as the secondary concern.

In Malaysia, data privacy and security stands out as a notably bigger concern than the global average, cited by 40% of respondents.

In Singapore, the secondary concern is cost of implementation at 31%, which reflects the practical question of whether the investment justifies the return.



PlanRadAR is a leading platform for 360° digital documentation, communication and reporting in construction, facility management and real estate projects, powered by AI. With over 170,000 users in more than 75 countries, PlanRadAR enables customers to work more efficiently, enhance quality and achieve full project transparency.

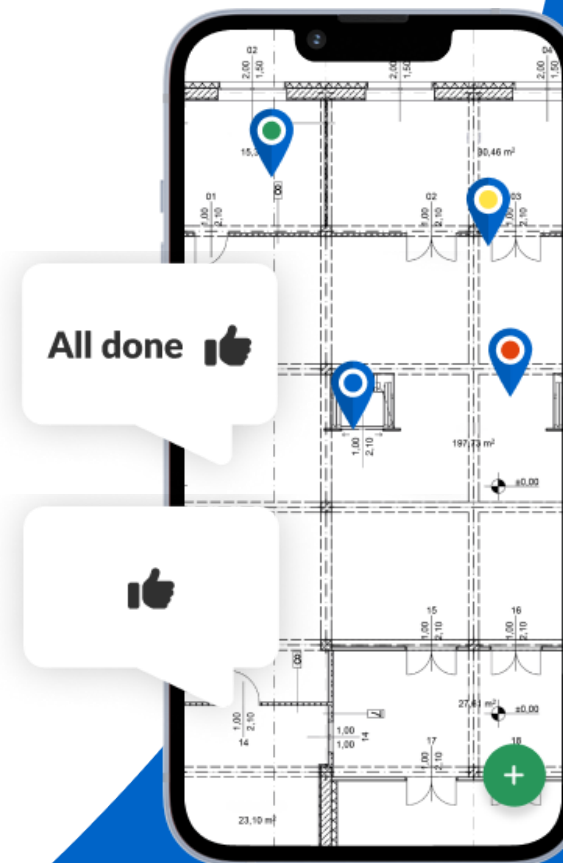


At CBRE, we are always on the lookout for new digital tools that add value to our customers and make our work easier for our employees. With PlanRadAR we have found a product that meets both requirements – and a team that knows the market, listens and constantly evolves the product.



## Next steps

- Reach out to your customer success contact or account manager to find out more.
- If you're not a customer yet: book a demo!
- Head over to [planradar.com](https://planradar.com)



# Thank you! شكراً

“The value of an idea lies in the using of it.”  
Thomas Edison, Inventor

