

Messer's Lean Transformation

8th Annual Lean Construction Congress

San Francisco, California

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About Messer...

- **Building Contractor / CM / Design-Builder**
- **Founded in 1932**
- **100% Employee-Owned**
- **800 Employees (1/2 Managers / 1/2 Craft)**
- **Growth From Within**
- **8 Regional Offices**
- **'07 Revenues \$700 M +**

Why Lean at Messer?

- **Dissatisfaction that Existed**
 - Too much variation in PM performance
 - Lack of confidence in plans and schedules
 - Lack of consistency
 - Lack of commitment from others
 - Stress levels of PM's
- **Our Value Discipline Study**
- **Growth of our Leaders**

Messer's Lean History

- The first shift in our thinking
- Focus on the Voice of the Customer
- Implemented LPS internally
- Expanded LPS to include subs and designers
- Piloted Advanced Lean Tools
 - Standardized Work Practices
 - 1st Run Studies
 - Visual Workplace
 - Daily Huddle Meetings
 - System Improvement Events
 - Visual Notification

Messer's Lean History

- Identification of the Transformation Model
- Officer Focus on Transformation
- Project Mapping
- Value Stream Mapping
- Identification of Lean Champions
- Recognition of Effort and Results
- Compiling and Sharing of Best Practices

Cultural Shifts

Messer and the Industry

- Engagement of Experts in the Planning
- Increased Effective Communications
- Ownership of the Plan and the Results down to the “face of the work”
- Commitment / Trust / Respect
- Confidence in delivering successfully on the value proposition
- Pride and Passion for the work and the people
- Value shift from have to, to want to

Opportunities for the Future

- Continue the momentum and the thinking
- It's more than the tools – drive the thinking!
- Creating metrics
- Selling to new players in new regions
- Engage the thinking throughout the supply chain
- Driving value to cause better project delivery methods
- Identifying “What is the real potential?”

Messer

WeAreBuilding.