

## **Lean Construction**

**An association for innovation within firms and organisations in the Danish Construction Industry with ambitions to lean the Construction process.**

**Overcoming habit and tradition.**



It was a proud Glenn Ballard who represented LCI, USA at the Kick-off conference, November 2002 for Lean Construction - DK. Lean Construction - DK is the first one in a number of "satellite associations" that LCI is hoping to be established in the next few years.

At the Kick-off conference Glenn Ballard spoke about Denmark's role in the "Lean Revolution". He shortly described the meaning of "Lean" and the influence on the individual firm.

Lean Construction is already used in many parts of the world. In the USA as well as Chile, Brazil, Australia, Great Britain, Finland and not least here in Denmark a number of firms is working with the implementation of elements of Lean Construction.

Lean Construction provides advantages for the firm but it is a demand that the firm is thinking beyond the "normal" way of thinking and traditions and is willing to learn from its own and others strengths and is participating in a continuous learning process. Only by doing this a higher value for the customer and more meaningful working day for all will be achieved.

At the end Glenn Ballard made some future scenarios for the direction he wants the work within Lean Construction - DK to continue:

- Become the world's laboratory for Lean Construction
- Break new ground in value generation and waste elimination
- Spread lean thinking and practice into neighbouring countries

### **Why Lean Construction in Denmark**

Danish Construction activities are at an advanced stage on a world-wide scale when it comes to innovation within the Construction Industry.

Since the Construction Logistic experiments in the beginning of the 1990's, Danish innovation programmes and the trade's work with a new Construction process have attracted international attention.

Danish National Agency for Enterprise and Housing has announced that from July 1, 2003 an application for publicly supported house building shall include a statement of the logistics of the project. That means a plan for controlling of flow of materials, information, equipment, personnel and as well as activities.

This means, that the principles of Lean Construction are close to becoming a legal requirement in parts of the Danish Construction Industry. Lean Construction – DK will participate in creating a

common platform for development and distribution of knowledge – both nationally and internationally.

**Lean Construction - DK** offers the Danish Construction Industry an association giving its members opportunities for acquiring the newest knowledge about improving effectiveness and optimisation, as well as a place where experiences can be collected and methods developed.

A firm joining LC – DK will through co-operation with the LC - DK consultants form a strategy for implementing Lean Construction. The consultants and the companies co-operate on forming a “Start-package” adjusted to the individual firms needs to help the company get started on the desired development.

#### **Collaboration between LCI and LC-DK has now been initiated**

LCI represented by The Centre for Innovation in Project and Production Management (CFI) and LC-DK represented by the Danish Technological Institute (DTI) agreed in April 2003 to collaborate in the development and deployment of knowledge regarding the management of construction projects and other project-based productions systems. LCI will assist LC-DK to develop its own capabilities in this area.

LC-DK is aiming to become a recognised source of project management training and consulting services in Denmark, operating under the name “Lean Construction - Denmark” (LC – DK). To do so, LC-DK will use the endorsement and assistance of LCI.

In LC-DK’s work with developing its capabilities LCI will help by providing advice and through coaching and training. Furthermore LCI and LC-DK will collaborate on research and share knowledge. Besides this LC-DK will be the European contact for LCI in the time to come.

#### **Danish collaborators**

Sven Bertelsen, Strategic Counselling ApS, internationally approved for his work with Lean Construction and construction logistics for a number of years, is affiliated to Lean Construction as counsellor and “coach”. Anders Kirk Christoffersen, NIRAS Consulting Engineers and Planners, approved for his work on value based design, is also affiliated as consultant. NIRAS has through the years gained great expertise as logistics- and process counsellors, and is currently working on the elements of Lean Design.

Also the Benchmarking Centre for the Danish Construction Sector and The School for Contractors, an educational facility for Danish contractors, is affiliated.