

# Lean Construction Institute - Qatar

Transforming the Built Environment

هيئة الأشغال العامة  
Public Works Authority



Strategic Partner



## Dr. Claus Nesensohn CEO & Founder Refine Projects A.G.

Claus Nesensohn is a German trained carpenter, civil engineer, founder and CEO of the Refine Project AG, a fast-growing Lean Construction and Design consultancy whose scope encompasses national and international projects of every size. Claus has worked in the industry for many years before completing a PhD from the Liverpool John Moores University in the UK. He is a professor at the HFT Stuttgart and author of various papers in the field of Lean Construction and Lean Design. His focus is on organisational transformation towards greater maturity in Lean Construction and the development & implementation of Lean Project Delivery Systems based on the Last Planner System. His vision is the harmonic collaboration of all process participants throughout the construction industry.

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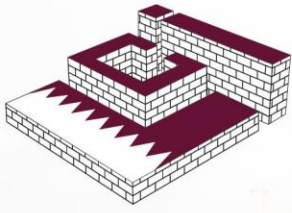


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**Lean Construction  
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## Experience of the ramp up phase to IPD and Lean Alliance in GERMANY, AUSTRIA and SWITZERLAND.



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## Experience of the ramp-up phase to IPD and Lean Alliance in Germany, Austria and Switzerland

LCI Conference Qatar – IPD in Qatar  
January 25, 2021



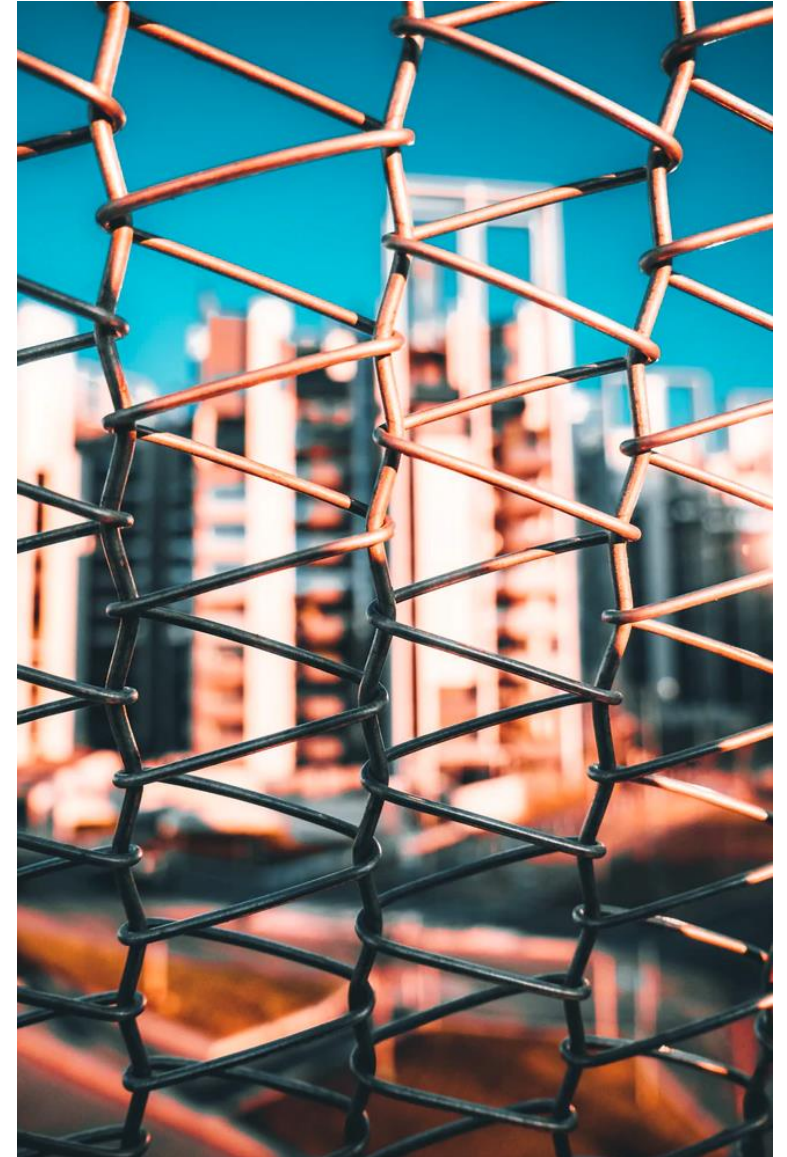
## CURRENT STATUS IPD

Germany, Austria, Switzerland

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Problems with conventional project execution contracts in Germany, Austria and Switzerland are:

- Deadline compliance
- Cost compliance
- Quality compliance
- Project delivery models based on transactional contracts will tend to act as a **barrier** and **destroyer of innovation** in the future.



## CURRENT STATUS IPD

Germany, Austria, Switzerland

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Different German research projects lead to one result:

**Project delivery with integrated project delivery (IPD) is more successful.**

So what is the current status quo?

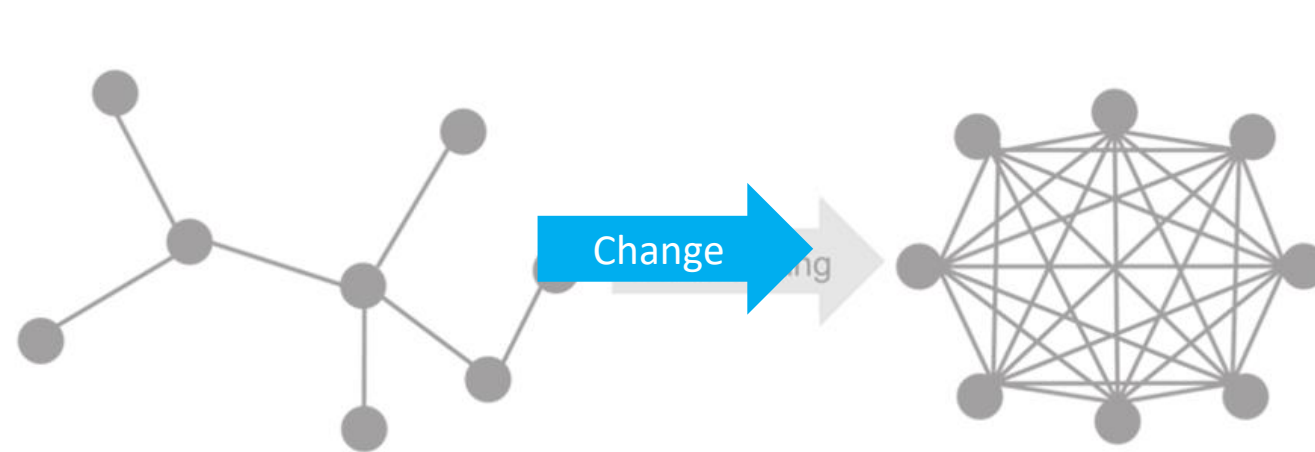


Figure 1: Change from fragmented project organization to integrated organization  
Source: Matthews and Howell (2005), LCJ. Schöttle and Gehbauer (2013), IGLC 21

## CURRENT STATUS IPD

Germany, Austria, Switzerland

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### Germany:

- No leader in the development and implementation of IPD & Lean Alliances, lack of completed projects and the associated experience
- Approximately 10 projects implemented so far
- Most of them are still in the Validation or design stage, slowed down by COVID-19
- It remains to be seen whether (and how successful) these projects will be completed
- 2. symposium about IPD in 2020 held by the German Lean Construction Institute (GLCI)
- Rising interest in new project delivery approaches – however this needs to speed up.

## CURRENT STATUS IPD

Germany, Austria, Switzerland

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### Austria:

- Close cooperation with the German construction industry
- Increasing number of events on LC and IPD
- Spread of contract models with integrated project execution is still lower compared to Switzerland and Germany
- Initial efforts to set up collaborative contracts underway in two public projects
- Drivers for IPD: innovative family businesses, which have set up the first pilot projects in 2020 in Vienna

## CURRENT STATUS IPD

Germany, Austria, Switzerland

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### Switzerland:

- First pilot projects are currently being prepared, rather small projects
- Expanding network
- Research at universities and universities of applied sciences (e.g. ETH Zurich)
- Institute for Digital Construction at the University of Applied Sciences Northwestern Switzerland in Muttenz
- VDC Virtual Design and Construction brought to Switzerland by FH Nordwestschweiz and Peter Scherer together with Martin Fische (Stanford)
- Organization "Bauen digital Schweiz" ("construction digital Switzerland")



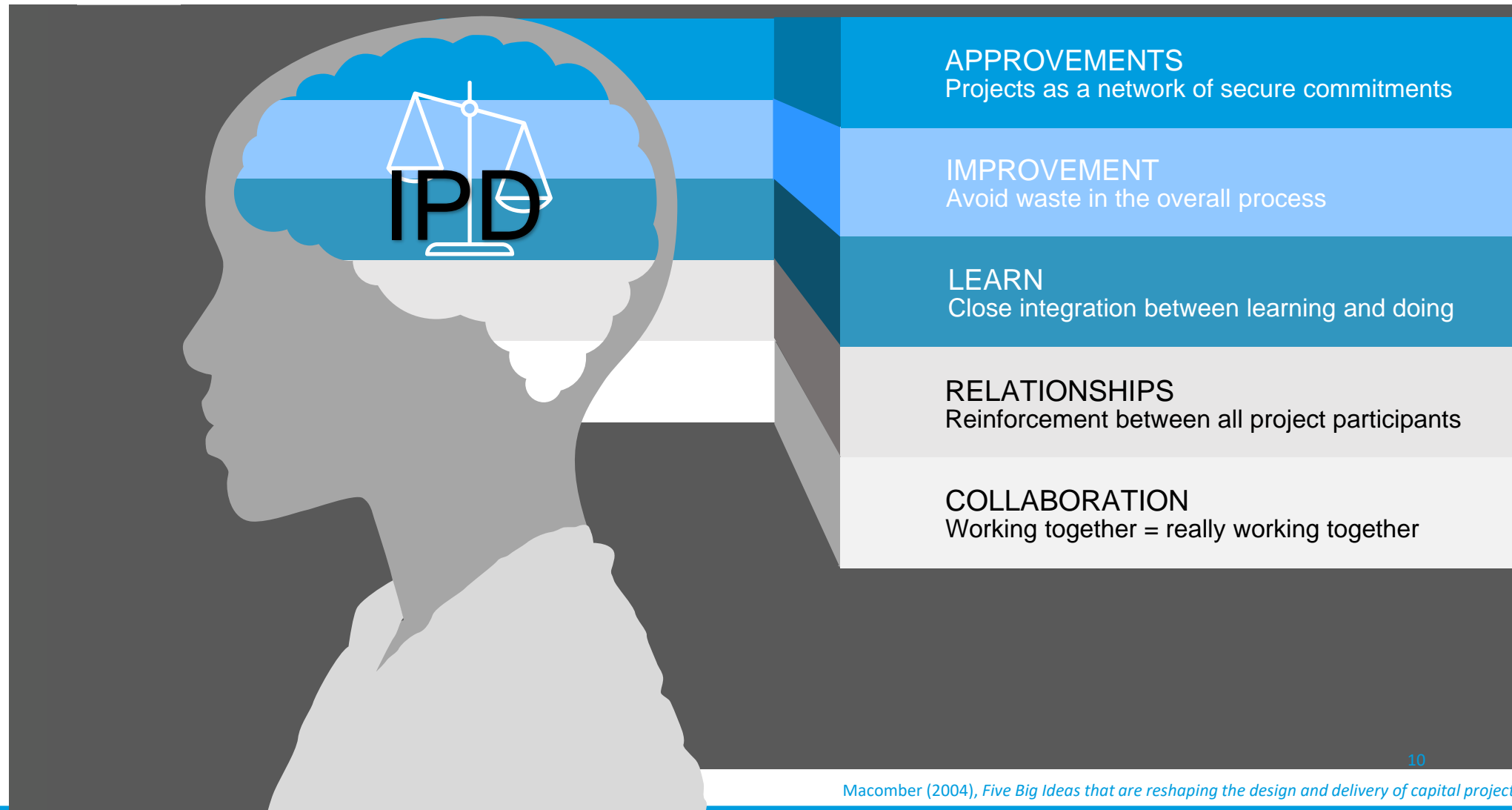


## A COMMON APPROACH

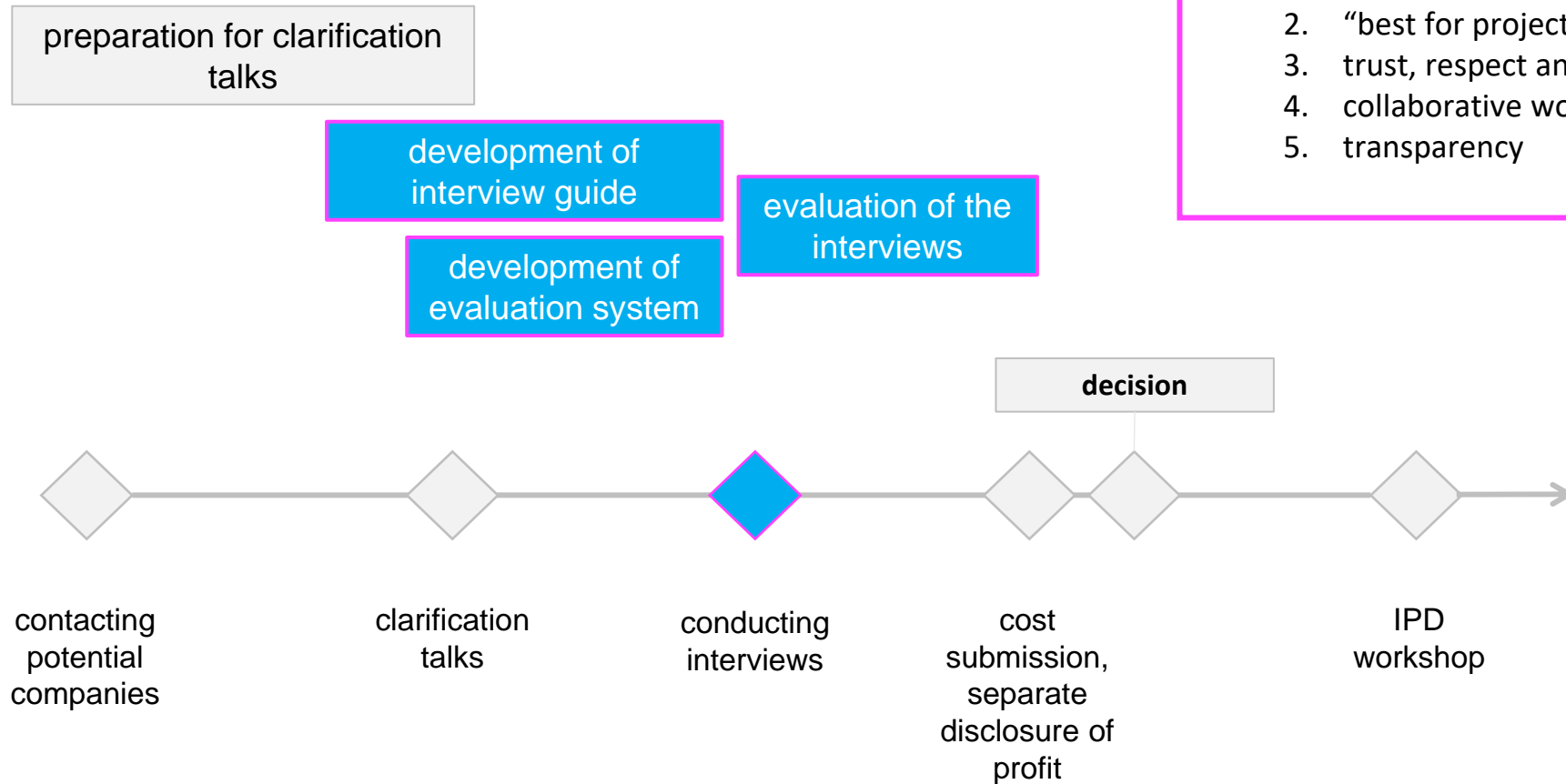
What does the approach in the ramp-up phase look like in detail?

## 5 IDEAS OF LEAN-IPD

IPD is based on the collaboration of all project participants with a multi-party contract



# PROCUREMENT PROCEDURE



- experts in construction and business psychology: development of a psychological selection procedure
- psychological selection criteria based on the cultural principles in IPD:
  1. “no blame” and “no guilt”
  2. “best for project”
  3. trust, respect and appreciation
  4. collaborative work
  5. transparency

## CONCLUSION

Experience of the ramp-up phase to IPD and Lean Alliance in Germany, Austria and Switzerland

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Experience of the ramp-up phase to IPD and Lean Alliance in Germany, Austria and Switzerland

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- New project delivery models such as integrated project delivery (IPD) are still too little used in Germany, Austria and Switzerland
- Also not widely spread: new forms of contracts such as alliance and multiparty contracts.
- Interest in IPA is increasing
- Individual pilot projects as well as research, literature and initiatives in this area

