

**Lean Construction
Institute - Qatar**
Transforming the Built Environment

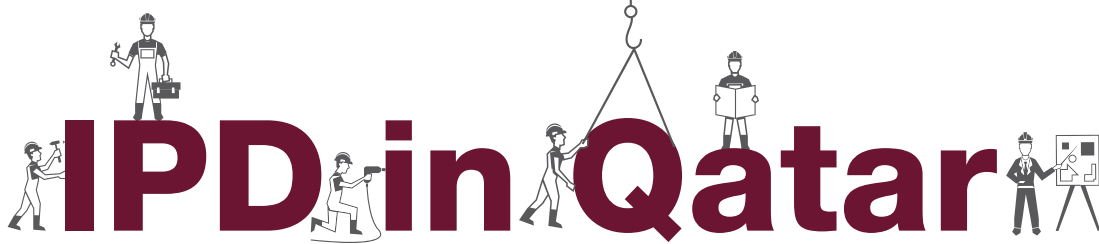
هيئة الأشغال العامة
Public Works Authority



قطر تستحق الأفضل
Qatar Deserves The Best

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Opportunity Calls:



The first virtual conference introducing IPD in the Middle East

Dates: January 25, 2021 | Time: 3:00 - 9:00 PM | Venue: Online

Time	Session Title	Speaker / Organisation
03:00 – 03:10	Opening statement and instructions	Dr. Luai El Sabek, PE, Executive Director – Operations, LCI-Qatar
03:10 – 03:15	Welcome Statement	Dr. Abdulla Y. Al Sayed President, LCI-Qatar
03:15 – 03:20	Introduction – Why IPD?	Dick Bayer Chairman, ReAlignment Group and, Abdulla Mohamed Al-Baker, Vice President – Administration, LCI-Qatar
03:20 – 03:40	Stakeholders' Collaboration and its Suitability in Construction Projects	Ahmed Ali Al-Ansari Technical Office Manager, Public Works Authority
03:40 – 04:00	The Importance of the IPD in enabling Project Delivery	Dr. Glenn Ballard, Director, P2SL, University of California Berkeley
04:00 – 04:20	The Beginning: The IPD Origin Story	Will Lichtig, Executive Vice President, The Boldt Companies
04:20 – 04:40	Case Study – Shaw Hall	Dr. Tariq Abdelhamid, Chief Lean Enterprise Officer, Michigan State University
04:40 – 05:00	Case Study – Business School	Amr Abdel-Azim, Michigan State University
05:00 – 05:15	Panel Discussion	Moderated by: Dick Bayer Chairman, ReAlignment Group and Abdulla Mohamed Al-Baker, Vice President – Administration, LCI-Qatar
05:15 – 05:30	Break	Open discussions with the speakers

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Time	Session Title	Speaker / Organisation
05:30 – 05:45	Translating IPD into the Canadian market	Angelo Presta, Director of Project, Humber College
05:45 – 06:00		Mark J. Breslin, President, Turner Canada
06:00 – 6:15		Duncan Broyd, Principal-in-Charge, Centre Block for HOK
06:15 – 06:30		Geza Banfai, Counsel, McMillan LLP
06:30 – 06:50	Case Study and moderated; Panel Discussion - CCDC 30	Dick Bayer, Chairman, ReAlignment Group
06:50 – 07:05	Break	Open discussions with the speakers
07:05 – 07:25	Experience of the ramp up phase to IPD and Lean Alliance in GERMANY, AUSTRIA and SWITZERLAND.	Dr. Claus Nesensohn, CEO & Founder, Refine Projects A.G.
07:25 – 07:45	Deploying and adapting of the lean construction in France through the General Contractors	Fabien Font, CEO & Founder, Teamoty and IMMA
07:45 – 08:05	The rest of the story	Will Lichtig, Executive Vice President, The Boldt Companies
08:05 – 08:30	Lean operating system and IPD	Dr. Glenn Ballard, Director, P2SL, University of California Berkeley
08:30 – 9:00	Panel discussion - The steps to bringing the IPD contract and philosophy to Qatar	Moderated by: Dr. Luai El Sabek, PE, Executive Director – Operations LCI-Qatar and Ahmed Ali Al-Ansari Technical Office Manager, PWA

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Dr. Abdulla Y. Al Sayed
President of LCI-Qatar

Chief Development & Project Delivery Officer - Asia & Africa, Qatari Diar

Dr. Abdulla Y. Al Sayed is highly qualified professional with over 27 years of experience in delivering mega construction programs. In the past five years, Dr. Al-Sayed has been working at Qatari Diar as a Chief Project Delivery Officer – Asia & Africa. He obtained his PhD focused in Engineering Management / Lean Construction from Qatar University and has several publications in mega projects and Lean Construction in top tier journals. Dr. Al Sayed is a cofounder of Lean Construction Institute – Qatar.



Dick Bayer
President
The ReAlignment Group Canada, Ltd.

Dick Bayer, former Executive Director of the Lean Construction Institute, has been a construction trial lawyer, adjunct professor (Environmental, Construction and Contract Law), a credentialed mediator and a partner in a Brownfields firm. He's been deeply engaged in construction project collaboration since 2003 and part of the lean community since 2008. He has participated with over 200 teams in North America in lean and IPD, having led the facilitation team for the \$7B California Prison Healthcare Receivership from 2008 to 2010. He has implemented Integrated Project Delivery on eight major Canadian projects and more than 40 other IPD programs in the States. In 2013, he received the inaugural Chairman's Award from LCI for establishing it "as a force for change and education in the design and construction industry" and led LCI when it was awarded the National Building Museum's Henry C. Turner Award for Innovation in Construction. He is currently living in Ottawa working as the IPD Advisor for the Centre Block Renovation and assisting on other projects in the country.



Abdulla Mohamed Al-Baker
Vice President – Administration of the LCI-Qatar

- Consultant in the Assistant Undersecretary office - Ministry of Municipality and Urban Planning (MMUP - MME) - 2010 – 2018 .
- Director of Planning Implementation Dept. - Urban Planning &Development Authority - 2005 – 2010 .
- Director of Planning Department - Urban Planning &Development Authority - 2005 .
- Head of Urban Planning Section - MMAA - 2000 – 2005 .
- Head of Development Section - Planning Department - MMAA - 1996 – 2000 .



- Head of Regional Unit - Planning Department - MMAA - 1994 – 1996 .
- M.Sc - Architectural Engineering - 1994 .
- Head of Design Control Unit - Planning Department - MMAA - 1990 – 1992 .
- Architect - Doha Municipality - MMAA - 1988 – 1990 .
- B.Sc - Architectural Engineering - 1988 .

Voluntary work

- Board Member - Qatar Society of Engineers - From 2010 - 2017 .
- Head of The Architecture Chapter - Qatar Society of Engineers - From 2011 - Until Feb. 2018 .
- Advisory Board Member - Department of Architecture and Urban Planning - College of Engineering - Qatar University.
- Board Member of the Arab Architectural Association From 2014 - 2017 .
- Chief Editor of Handsyat Magazine- QSE Magazine.
- Chairman of the Training Committee - QSE - 2014 - 2017 .
- Chairman of the Membership Committee - QSE - 2016 - 2017 .
- Board Member of Value Engineering- Gulf Chapter.

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Ahmed Ali Al-Ansari
BEng (Hons), MSc, LLM, CCM, FCIQB, FCMI, FAPM, MCI Arb,
Vice President – Operations
Lean Construction Institute – Qatar
Technical & Portfolio Management Office Manager
Public Works Authority



Ahmad has started his working career back to 1984 at Qatar fertilizer Company (QAFCO) progressing over a span of 13 years from a Mechanical Technician to Mechanical Project Engineer. In 1997 Ahmad was appointed as the Lead M&E Project Engineer at Water Projects Department at Ministry of Electricity & Water serving for 4 years within which he became the Head of the Department in 1999. In April 2001, Ahmad moved to Qatar National Olympic Committee as the Programme Leader responsible for planning and delivery of some 32 prestigious sport facilities and projects for Doha 2006 Asian Games.

In early 2006 Ahmad was appointed as the Managing Director for a local company, providing multi-disciplinary engineering and construction services, and served for nearly 7 years. Finally, he joined the Public Works Authority in 2013 as the Lead Advisor for Contracts and Project Management supporting some multi-billions infrastructure and building programmes, and now he is in charge of the President Technical Office.

Ahmad has a University Degree in Mechanical Engineering, a Master Degree in Project Management in Construction, a Master of Laws in Construction Law & Arbitration, and he is a Chartered Construction Manager as well as a Fellow and Chartered Member of various International Professional Institutions.



Dr. Glenn Ballard
Director, Project Productions Systems Laboratory at University of
California Berkeley



Glenn has 42 years experience in the construction industry, as craft worker, project engineer, internal management consultant, external management consultant, teacher and researcher. Glenn developed the Last Planner System of production planning and control, now in widespread use throughout the world, adapted target costing for capital projects, and co-founded both the International Group for Lean Construction and the Lean Construction Institute. He has numerous publications on construction project management, covering all phases, from project definition through close out.



Will Lichtig
Executive Vice President
The Boldt Companies



Will is a nationally-recognized leader in the Lean and integrated project delivery methods. As part of the Boldt team, he has been at the forefront in the development of our Integrated Lean Project Delivery® (ILPD) process. His drive for innovation and reliable commitment to continuous improvement, lean processes and problem-solving make Will a vital member of the Boldt team.

In his role as Executive Vice President, Will works with Boldt teams to develop and implement Lean processes for target value design, Lean production planning and control, built-in quality, Lean problem-solving and other key processes that provide innovative approaches to project delivery. Will actively shares his experience and deep understanding of Lean project delivery processes to coach Boldt project leaders in the skills required to implement these innovative methods.

Will holds a B.A. from the University of California-Santa Cruz and a J.D. from the University of California-Davis. He frequently lectures on the fundamentals of ILPD and has authored many articles on the topic. Will is a strong leader who consistently enables our teams to design and implement Lean processes that maximize value and remove waste from customer projects.

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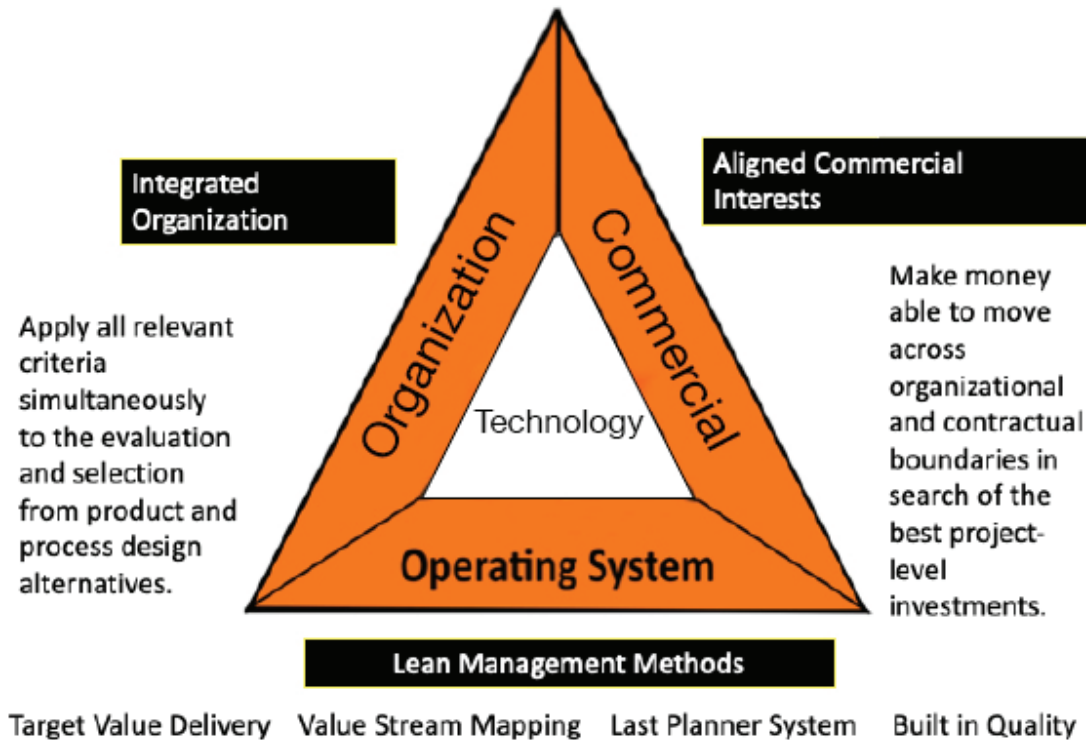
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IPD Delivery, really

I plan to tell the story about the company “Integrated Project Delivery”. In 1999, the Lean Construction Institute received a call from Owen Matthews, owner/manager of a small mechanical contracting firm in Orlando, Florida. Owen called to tell us about a company called “Integrated Project Delivery” which his mechanical contracting firm had joined, along with an architectural firm, a structural engineering firm, an electrical engineering firm, a mechanical engineering firm, a general contractor, and structural and electrical speciality contractors. Owen explained that the firms and individuals had worked together for 20-30 years on projects in the Orlando area, that there were many close friendships and even some intermarriage. When we asked why they formed Integrated Project Delivery, we were surprised by his answer: “We all agreed that the primary obstacle to substantial improvement in construction project improvement is ‘who pays?/who gains?’.

Even when we were friends or relatives, we were not able to collaborate when that threatened our individual company’s profits--because we each had a duty to our own employees and shareholders.” Owen went on to explain that the accountants of all the companies involved in Integrated Project Delivery got together and agreed a formula for sharing gains and losses, based on the financial stake each had in each project. He also explained that all companies agreed to pursue and execute projects as a team, regardless of the contract with the owner. They completed their first project 10% under budget, six months early and won a quality award. To that point in time, my partner, Greg Howell and I had focused our efforts on figuring out how to deliver construction projects using Lean concepts and methods, despite frequent appeals from our members to turn our attention to matters of contract and organization. We were just completing a series of white papers in which we were reporting to the world how we thought Lean should be used in construction, so were quite ready to expand our thinking and practice. Greg had previously discovered Ian MacNeil’s work on relational contracts, so Owen Matthews message helped us put some different things together. A few years later, LCI sponsored an international symposium on relational contracting, where Will Lichtig committed to developing a form of relational contracting for the U.S. In closing, I will note that the Floridians used a design-build model which excluded the owner from shared risk and reward. That type of ‘Collaborative Design-Build’ can be used to demonstrate the benefits of collaboration to skeptical owners.



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Dr. Tariq Abdelhamid
Chief Lean Enterprise Officer
Michigan State University

Tariq Sami Abdelhamid is Chief Lean Enterprise Officer with the Residential and Hospitality (RHS) Division at Michigan State University (MSU), working with colleagues on a lean transformation journey since 2013. He is also an Associate Professor at MSU. Tariq was mentored in Lean Construction by Greg Howell & Glenn Ballard (Lean Construction Institute co-founders).

Tariq is the co-Editor of the Lean Construction Journal, an Improved LCI instructor, a current LCI Research Fellow, and a Steering Committee member of the Lean in the Public Sector (LIPS) organization. Tariq was a member of the first Associated General Contractors of America Lean Construction Steering Committee. He was also involved from 2009 to 2012 as a program designer and content developer in the AGC Lean Construction Education Program (LCEP). He consults and coaches with project teams in Lean Construction and Production. Prior to joining MSU in 2000, he was a Lean Production subject matter expert at Ford Motor Company. A civil engineer by training, he earned a master's degree in Industrial and Operations Engineering and another in Construction Engineering and Management, and a PhD in Civil Engineering - all from the University of Michigan.

Outline your talking points for your presentation

- Overview Michigan State University experience with IPD-enabled Lean Construction, as learned on a dining hall renovation project.
- Why IPD at MSU?
- Behaviors that members of an Owner/facilities group need for Lean/IPD projects
- Benefits and lessons learned from the project



Amr Abdel-Azim
Senior Architect
Michigan State University

Amr Abdel-Azim is a pioneer in the area facilities management in higher education. He spent most of his professional career leading major capital projects at Michigan State. Amr has been leading innovative Lean practices in Campus facilities planning and design, including two major (IPD) projects on the MSU main campus.

His professional achievements include building the American University of Sharjah. Founded in 1997, AUS is a private comprehensive university that has five colleges residing on a beautiful 330-acre located in the City of Sharjah, United Arab Emirates and was ranked the top private university in the Gulf Area by Forbes Middle East. He was the Director of Physical Plant at AUS and created a plant that reflects a distinctive Arabic architectural style, servicing 90 administrative, classroom, athletic/recreational, and residential buildings totaling over 2,300,000 square feet.

Amr served as the Senior Executive for Capital Projects at Rensselaer Polytechnic Institute (RPI). His work included a \$400-million state-of-the-art interdisciplinary research Center and world-class performing art Center (EMPAC).

Amr holds a BS in Architecture and a Masters in Urban Planning. He is a Certified Educational Facilities Professional. He is the Chairperson of Lean In Public Service, an international organization that promotes Lean principles and applications in public sector agencies world wide.

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Translating IPD into the Canadian Market



Angelo Presta
Senior Director
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Mark Breslin
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Turner Canada



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Principal-in-Charge
Centre Block for HOK



Geza Banfai
Counsel
McMillan LLP



Dick Bayer
President, The
ReAlignment Group
Canada, Ltd.



Angelo Presta
Senior Director
Humber College

Angelo Presta joined Humber College in June 2015 as Senior Director, Capital Development & Facilities Management where he currently oversees over 3.1M SF of campus facilities on 2 campus locations with an annual operating budget of over \$25.0M and approximately \$320M worth of Capital Development scheduled over the next 5 years. Strategic capital development projects include the construction of the new Humber Cultural Hub at the Lakeshore Campus. This 375,000 SF

facility incorporates state of the art performance hall and recital hall; plus new film studios, the Centre for Creative Business Innovation, academic classrooms and labs including an indigenous themed classroom. The development also incorporates a 325 bed student residence to be built on top of the academic podium. This new \$190M development will be delivered using the Integrated Project Delivery (IPD) methodology incorporating LEAN construction practices throughout the planning and construction process. The project is completing the validation process with target construction to start in January 2021. Other recently completed projects include the \$52M Barrett Centre for Technology Innovation, \$25M Parking Garage, \$22M Lakeshore Student Welcome Centre, \$11M Lakeshore Student Fitness Centre and the \$105M Learning Resource Centre at the North Campus. In addition to new construction, Angelo is leading the implementation of over \$50M in renovations and over \$65M to be invested in the College's Integrated Energy Master Plan initiatives which will enable Humber College to be one of the most sustainable Post-Secondary institutions in Canada.

Angelo completed a Bachelor of Science from McMaster University in 1987 and a Master of Business Administration from McMaster in 1990.

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Humber College

Below is a brief summary of the major headings for the presentation:

- Introduction/Background re. Humber College.
- Construction Project Experience and Team at Humber College.
- Why Humber has chosen IPD for the largest most complex capital project ever planned and how this is currently the largest IPD project to be attempted in Ontario public sector.
- Process used to achieve organizational support for IPD implementation.
- What Humber did to get ready for the IPD capital project.
- Early observations and lessons from the IPD validation process.



Mark Breslin
President
Turner Canada

Mark Breslin earned a Bachelor's of Science degree from Villanova University and has thirty-five years of experience in the construction industry. Mark began his first ten years in the industry working for a general contractor with a large self-perform workforce. It was during these years he experienced the challenges of managing worker productivity and the lack of collaborative planning between the project stakeholders. Since joining Turner in 1995 as a Project Superintendent Mark has progressed through various roles

including Vice President and General Manager of Turner's Northern New York Offices, General Manager of Turner's international partnership in India and currently holds the role of President of Turner Canada. As part of his current role he oversees the offices in Toronto and Vancouver as well as serving on the Executive Leadership Team of Clark Builders, a Turner partnership in western Canada. Mark has been tasked with developing the Clark/Turner Center for Excellence for lean in design and construction and for IPD in Canada. This role includes working with Owners, Designers, and Trade Partners to introduce the concept of lean and IPD create successful collaborations. Clark Builders has successfully completed four IPD projects and was recently awarded their fifth. These projects form the basis for the development of the Center of Excellence including a data base of lessons learned and trade partnerships that fosters the development of core team competencies.



Geza Banfai
Counsel
McMillan LLP

Geza R. Banfai is a Counsel with McMillan LLP, practicing infrastructure – construction law and mediation. He is a Fellow of the Canadian College of Construction Lawyers and the Construction Lawyers Society of America. He is the recipient of the 2016 Award of Excellence in Construction and Infrastructure Law from the Ontario Bar Association and was named the 2017 Toronto Construction Law Lawyer of the Year by Best Lawyers in Canada. His peer review listings include Chambers Global, the Leading 500 Lawyers

in Canada (Lexpert/American Lawyer), Best Lawyers in Canada (Woodward/White), International Who's Who of Professionals, Who's Who Legal, Canada and International Who's Who of Public Procurement Lawyers.

He has represented participants at every level of the construction pyramid, from negotiating and drafting construction and related contracts to claims and disputes of many kinds. His past directorships include the Canadian Construction Association, Association of Consulting Engineering Companies - Ontario and Toronto Construction Association. His professional memberships include the Canadian and Ontario Bar Associations, the American Bar Association and the Society of Construction Law. He sits as the ex-officio legal representative on the Canadian Construction Documents Committee and was chair of CCDC's IPD Task Force. He continues to write and lecture extensively on various issues involving the industry, including IPD.

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Duncan Broyd
Principal-in-Charge
Centre Block for HOK

Duncan Broyd is a UK architect and currently the Principal-in-Charge of Centre Block for HOK in Ottawa. The complete rehabilitation and updating of the home of the Canadian Parliament. This is the largest rehabilitation project ever carried out in Canada. He leads the CENTRUS design team (a joint venture of HOK and WSP). As part of the senior team he facilitates the work of over 200 professionals located in the Project Office with the Client and Stakeholders.

After 23 years of work for HOK in Florida, Duncan moved to Toronto in 2013 and was charged with the responsibility of the vision, leadership, administration and operational performance of HOK Canada. His hands-on management and planning skills led to success on numerous complex projects (mostly County, State and Federal Courthouses) throughout North America.

He has dealt with multi-faceted clients, extensive consultant coordination and complex planning processes. He is experienced in the multitude of construction delivery systems, including private-public partnerships (P3) and integrated project delivery (IPD). Since 2017 Duncan has been the Principal in Charge of the Design team for the Centre Block Rehabilitation project.

Translating IPD into the Canadian Market- Barriers to Entry

The implementation of true IPD requires the creation of barrier free collaborative environment. It order to achieve this objective the following mind shifts need to be made away from the traditional project delivery model:

- Creating the right Team Environment
- Creating the right Team Behaviours
- Development of the Core Team Competencies
- Creating the right Team Environment: Barriers to adoption:

The implementation of true IPD requires the creation of a transparent and collaborative environment that focuses on collective risk management, open book cost sharing and co-managed contingencies.

Creating the right Team Environment-Barriers to adoption:

- Owner’s Views on Risk Transfer vs. Risk Sharing.
- Uncomfortable Contractual Relationships.
- Traditional building forces you have your own interests – IPD focuses on maximizing value of the building and the outcome is that you will make the desired profit.
- Construction Manager’s resistance to transparency.
- Can owners really treat every one equal (no side games with some partners over others) and really be fair with each other and everyone.
- Can CMs really treat everyone equal and fair – no games to use change orders for profit, not using delays as means for profit enhancement.
- Trade/Vendor Partner Relationships-Non traditional contractual relationships – usually accept pass down risk on 99% of jobs – now it must be transparent.

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Creating the right Team Behaviours: Barriers to adoption:

The implementation of true IPD requires the encouragement and development of team concentric behaviours as opposed to the traditional self serving behaviours

Creating the right Team Behaviours: Barriers to adoption:

- Behavioural shift needed by each member of project team with a defined on-boarding process and communication of expectations.
- Trade partners have given up on the possibility of saving labour AND reducing the schedule.
- Lowest bid does NOT mean lowest final cost. The shift from a lump sum mentality to an open book transparent model.
- Trust based contract – Will people allow fluid nature of developing things like Target Value Design methods, set based design and choosing by advantage.
- How to combat the legacy that contractors and trade partners are not to be trusted and are only driven by profits?
- Contingency definition is a whole new game vs standard methods.

Developing the necessary Core Team Competencies: Barriers to adoption:

The order for IPD to be successful the Core Team must possess or develop core competencies which are in many ways different than the skills needed for traditional project delivery models.

- Construction Manager needs to coach team members on the development of a barrier free collaboration environment which looks to identify and manage risks as opposed to transferring that risk to other team members.
- Construction Managers need strong conceptual cost modelling skills rooted in historical data. This will challenge the QS method of Owner budgeting.
- Lean is NOT prevalent in Canadian industries – low adoption rate.
- Canada does not have a “Lean Enterprise Institute”.
- Lean is seen as separate from IPD.
- IPD concepts Challenges Fundamentals of Capitalism YET it reduces upside RISK.
- Canada is not used to design / build trades – design engineers are not current on design for fab and install – not used to design for modular / off-site construction.
- Competencies of key players on the team hard to develop – no true practitioners for Set based design and choosing by advantages (CBA).
- Multiple IPD contracts exist in the industry. Training required on the philosophy of IPD and how it differs from traditional project delivery.
- Trades not used to working with design consultants.
- Labour pool source? How they develop crafts? Do they train trades to plan?
- Huge effort to train and mentor trades in lean – owning lean journey – most other work is old school lump sum with significant risk transfer.

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Barriers to Entry: Design-what is needed?

- Is this a project that needs creativity to produce the product?
- How much Design do you need to allocate the money?
- How much risk can you take to get something better?
- How many changes are you going to make, and when will they happen?
- Design Bid Build-you know what you get but then fight to get it-how do you get value for changes.
- Detail Design Criteria by 3rd Party – Competitive Bid (P3); encourages cutting corners in the build. Finance costs can be huge.
- Design with Constructor on Team-is this Design Build? Who pays the designer-where is the loyalty?
- Set Criteria and a Budget-ALL work together- IPD

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



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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Fabien Font
CEO & Founder,
Teamoty and IMMA

Fabien Font, with more than 20 years of Lean Management background (through manufacturing, Services and construction), he is the pioneer of the Lean Construction in France. Fab co-wrote in 2018 a French Lean Construction Book, where he shares his vision of the future of the Construction. Fabien teaches Lean Construction in Lille University (Centrale Lille).

Since 2007, He's the founder/CEO of IMMA (France and Switzerland), a consultancy company fully dedicated to lean construction. The IMMA team (30 consultants) was involved in more than 1000 construction projects all over the world, and it has managed to define tools dedicated to construction and to integrate them into a new 100% operational project process. IMMA is the French specialist in Scheduling (Time Location, ...etc) and Lean Construction. IMMA's ambition is to continue to be one of the architect of the Lean Construction Methodology in France and around the world.

Since 2018, Fabien is the founder/CEO too of Teamoty, construction software company. The Teamoty Team had already developed 2 new tools to create, follow and manage the Scheduling and the logistics on site. His ambition is to facilitate Lean construction implementation and empower the collaboration to Seamlessly Building Together.

Barriers to Entry: Can IPD work in Qatar?

- It's the People not the Process.
- Needs full commitment from ALL parties .
- Exclude those that don't add value.
- Don't micro manage from the top.
- Everyone has to change what they do.
- Really understand what causes waste of time and money.
- LEGO IPD - #2 for TD-what was learned.
- You have to be there-the team has to work together.
- MEP Subs-what they control, what they can't.
- Site logistics-what makes it easier for everyone.
- Dealing with problems.
- Dealing with Owner changes.
- "If we could do all jobs like this....."



Dr. Luai El Sabek, PE, PEng, PMP, CM-Lean
Executive Director – Operations
LCI-Qatar

For over 20 years, Dr. Luai has been contributing to the successful delivery of signature mega design and construction projects.

Dr. Luai is PMP Certified (Project Management Institute, USA) and Registered Professional Engineer in Ohio, USA and Nova Scotia, Canada. He obtained his Ph.D. in Civil Engineering from the University of Toronto, Ontario, Canada. He is the first certified instructor in the Middle East for the Lean Construction Education Program of the Associated General Contractors of America and CM-Lean certified. Dr. Luai has several publications in mega projects and Lean Construction in top tier journals. He is a cofounder of Lean Construction Institute – Qatar.

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