

24<sup>TH</sup> ANNUAL



24<sup>TH</sup> LCI CONGRESS  
OCTOBER 18-21

# State of Lean in our Industry

Bevan Mace, Board of Directors

LEAN GUMBO: THE RIGHT INGREDIENTS FOR PROJECT SUCCESS

*October 20, 2022*





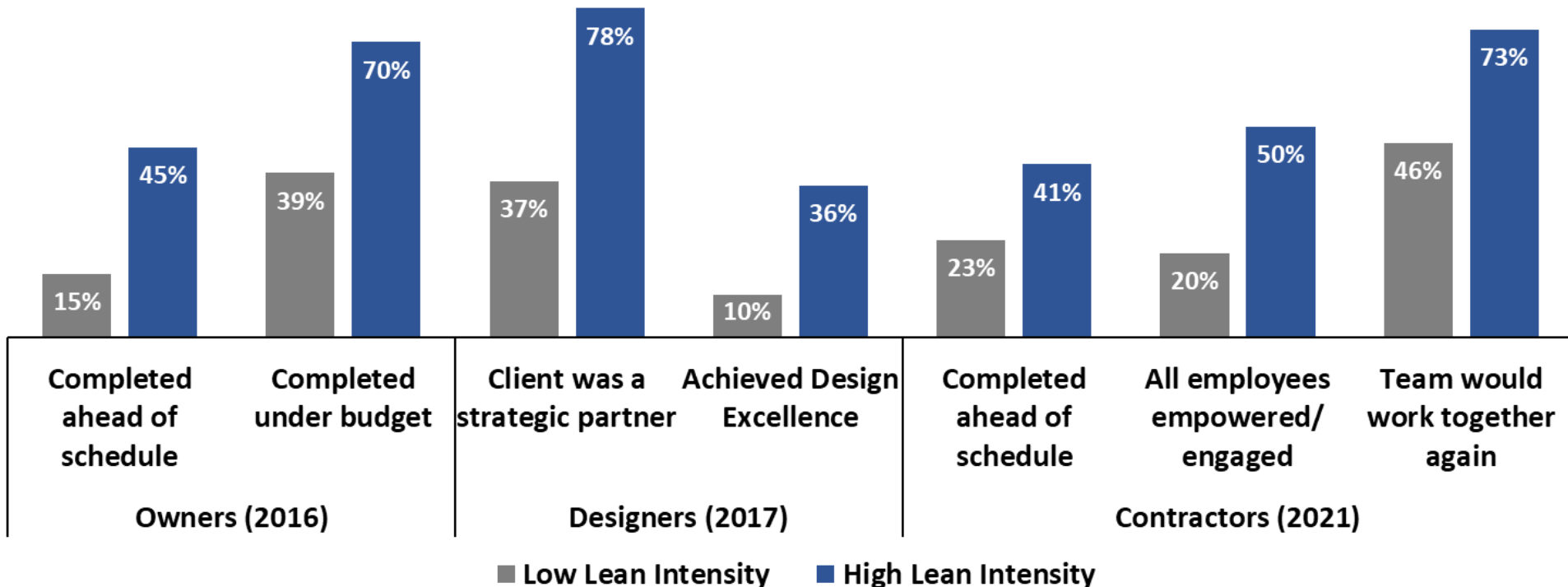
**BEVAN MACE**

Vice President, Business Acquisition

*Balfour Beatty US*

# Background Research

*Why do projects excel?*  
% of Best Projects Achieving Outcome



**MISSION – To lead the building industry in transforming its practices and culture**

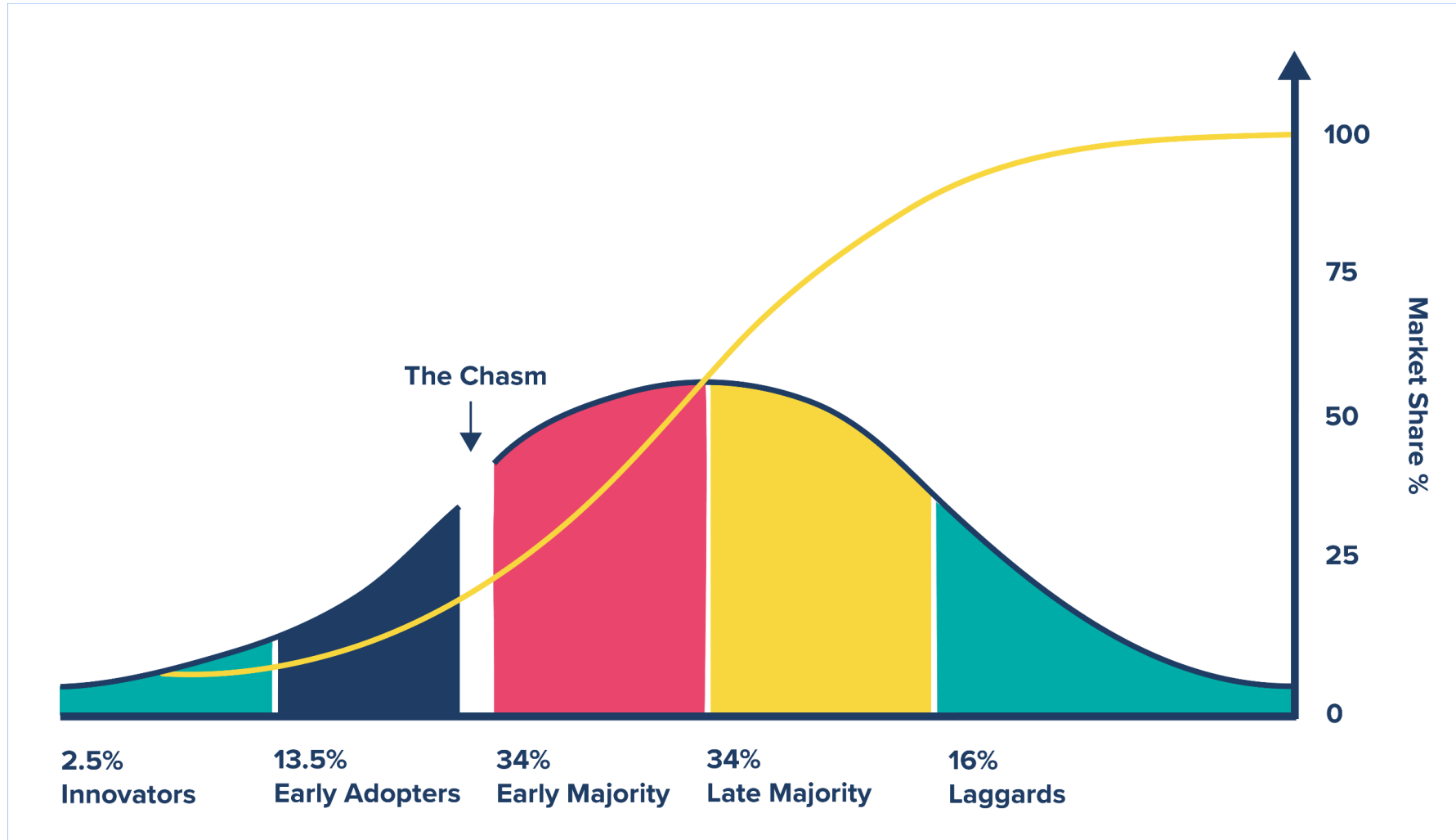
**VISION – A healthy and thriving building industry delivering outstanding project outcomes every time for everyone**

**OBJECTIVES – Within teams, companies and the industry:  
(1) Increase Lean awareness & (2) Drive Lean deeper**

# Lean Journey to Mastery



# How are we doing? Where are we?



# Demographics

STAKEHOLDER	METRIC	INDUSTRY (405)	LCI (199)
OWNERS (83)	# projects >\$10M in last 3 years	1-5	6-10
DESIGNERS (187)	Total billings > \$10M last year	25%	63%
GC/ CMS (227)	Revenue > \$500M last year	10%	58%
SPECIALITY TRADE CONTRACTORS (107)	Revenue > \$50M last year	25%	72%

(#) respondents in each category

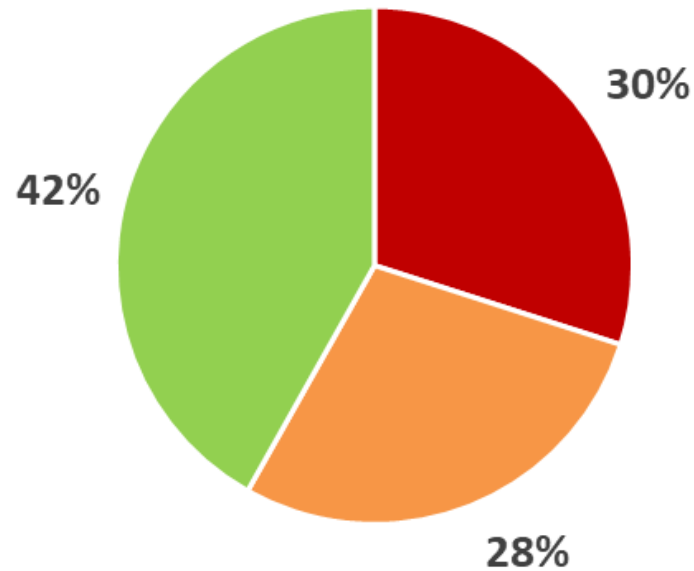
# 1 – Increase Lean Awareness



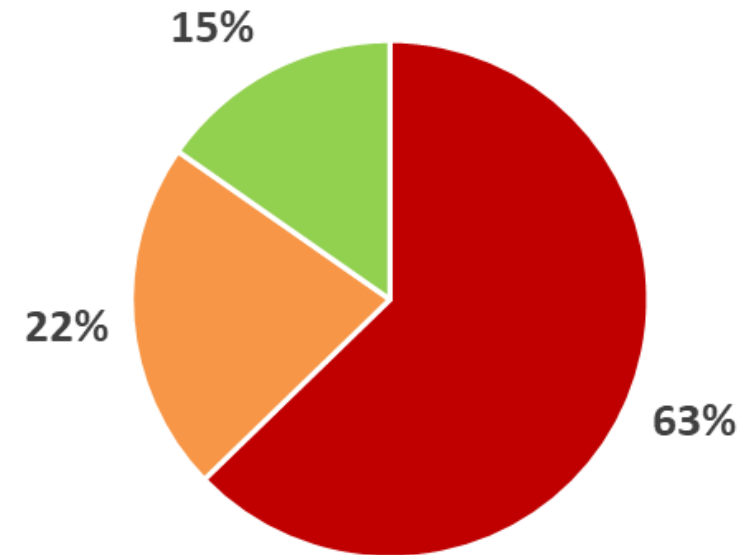
# Increase Lean Awareness

*How would you rate the efficiency of US design and construction industry?*

Industry Panel



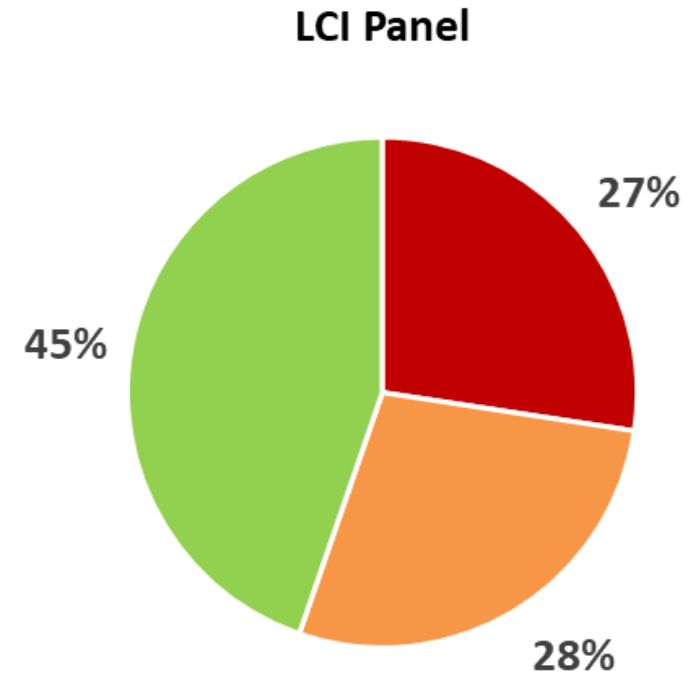
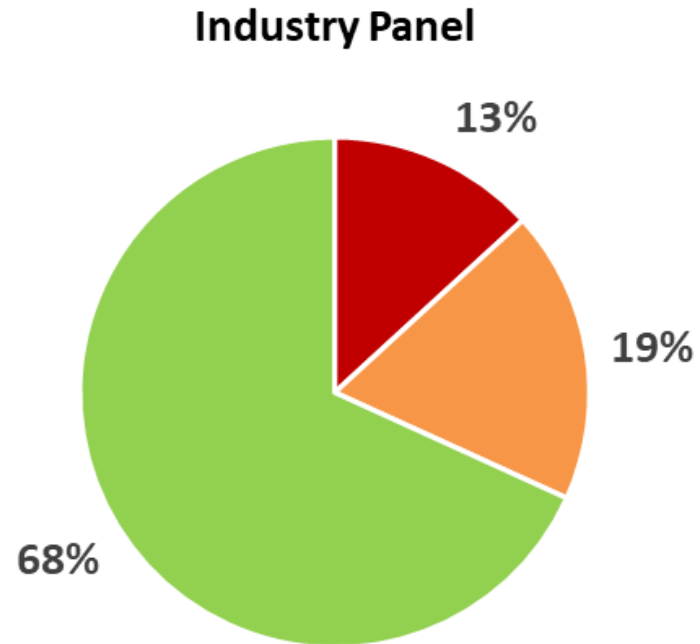
LCI Panel



■ Inefficient ■ Neither Inefficient or Efficient ■ Efficient

# Increase Lean Awareness

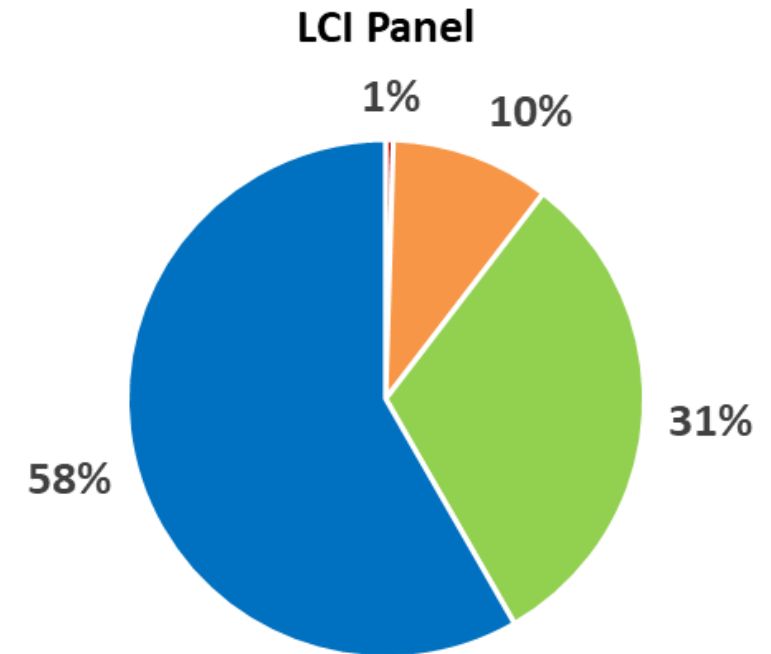
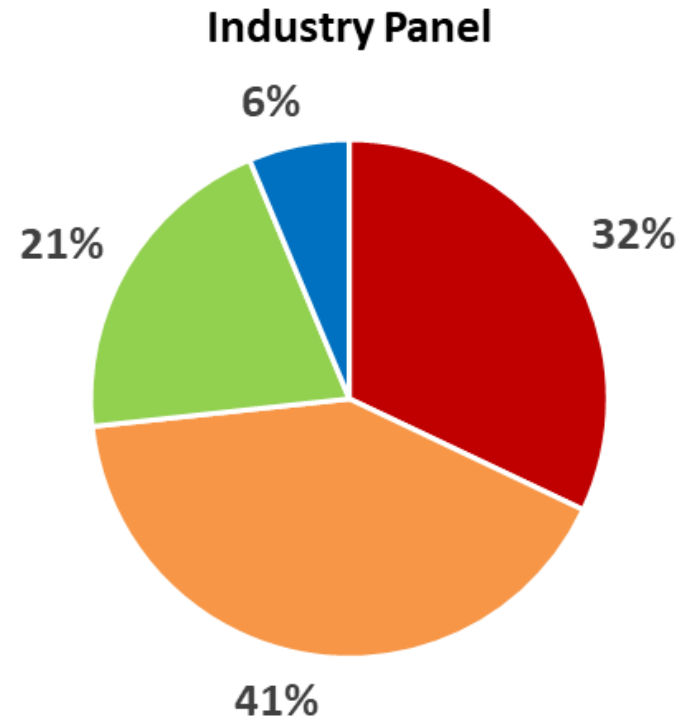
*How would you rate efficiency at your firm?*



■ Inefficient ■ Neither Inefficient or Efficient ■ Efficient

# Increase Lean Awareness

*How familiar are you with lean in design and construction?*



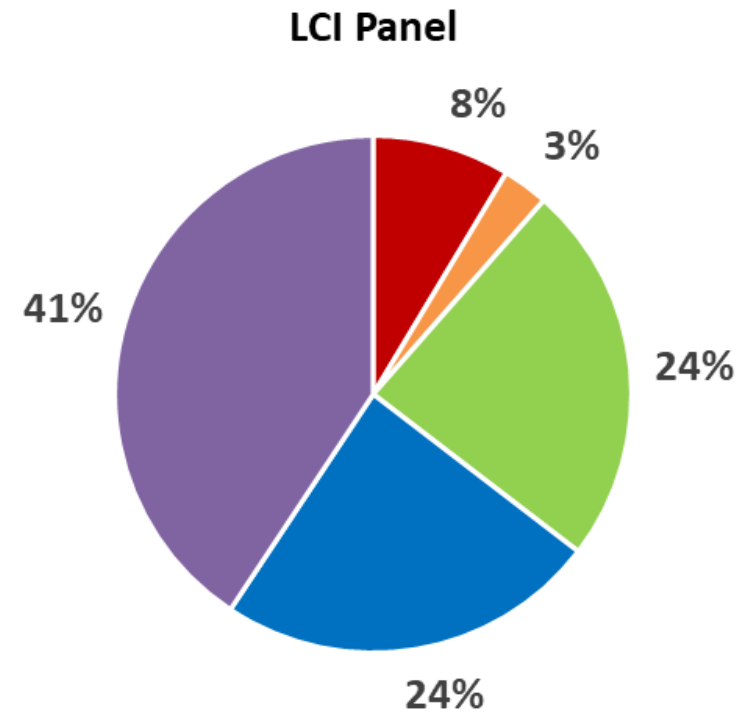
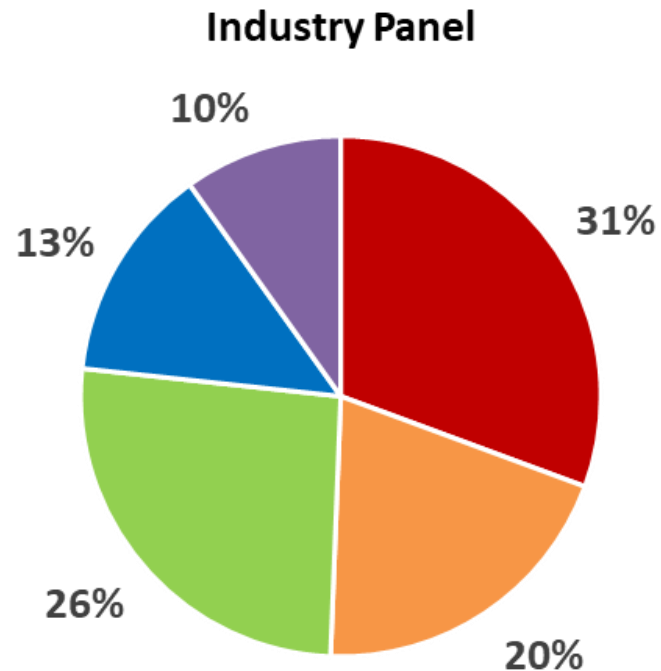
■ Not familiar ■ Limited ■ Familiar ■ Engaged

# 2 – Drive Lean Deeper



# Drive Lean Deeper

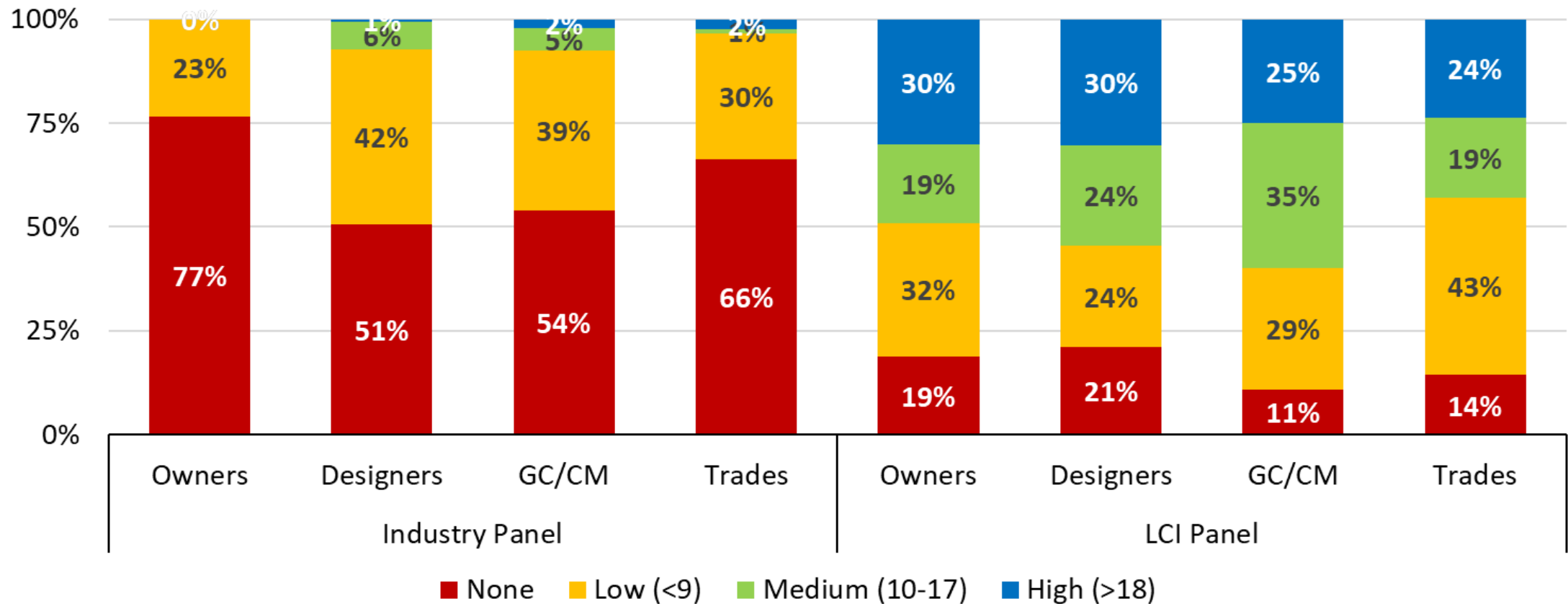
*What degree is Lean used on your projects?*



■ Not at all ■ Client Req'd ■ Sometimes (<30%) ■ Frequently (31% to 60%) ■ Very Frequently (>61%)

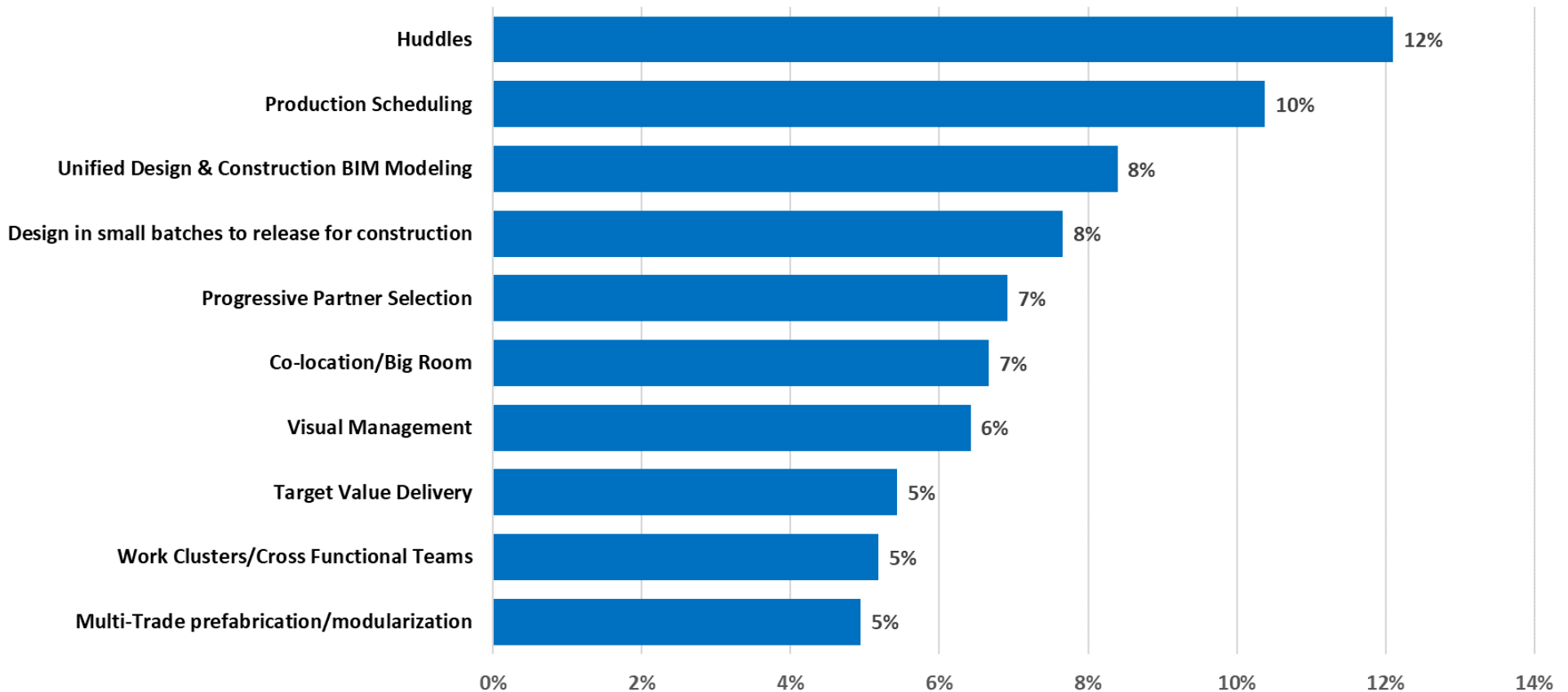
# Drive Lean Deeper

*What is the intensity of Lean (# of) practices used by Stakeholder?*



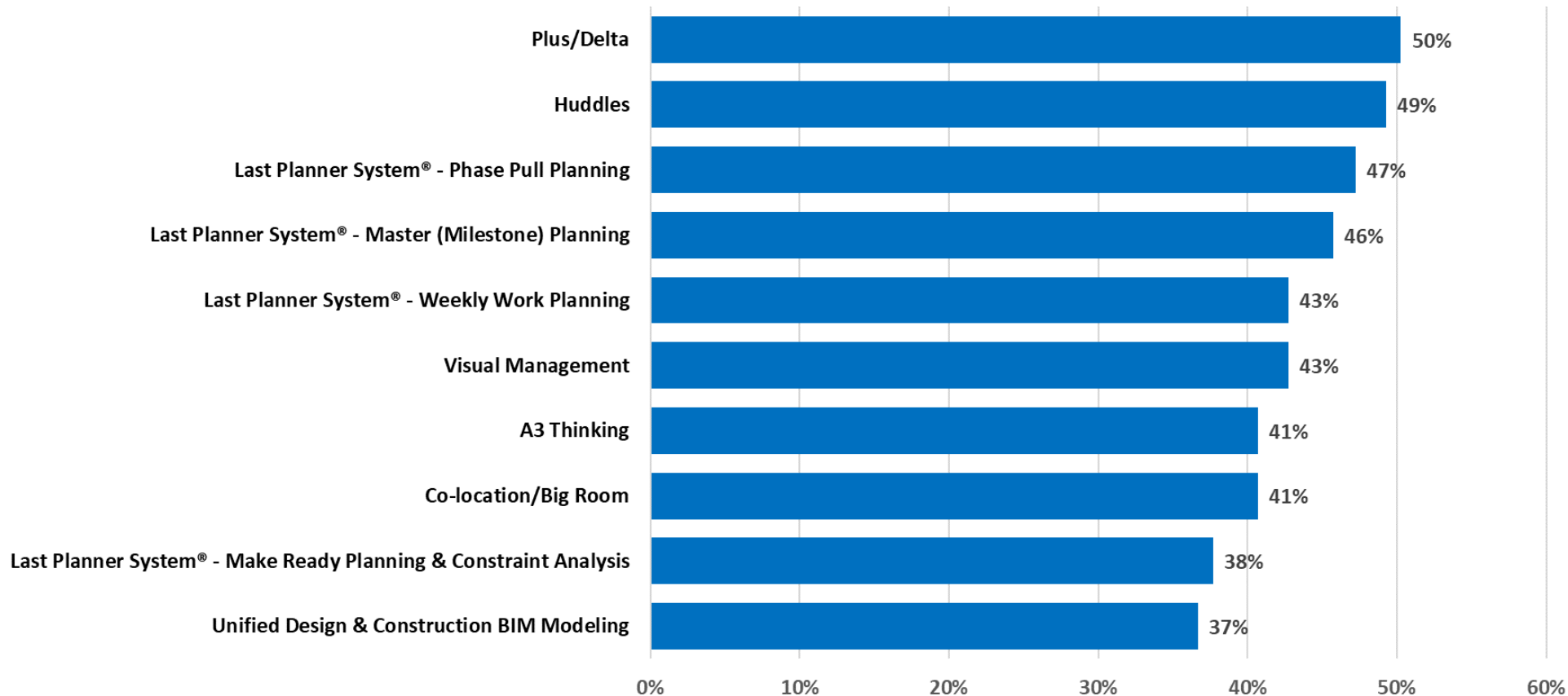
# Drive Lean Deeper

*Industry Panel: What lean practices used frequently in past 3 years?*



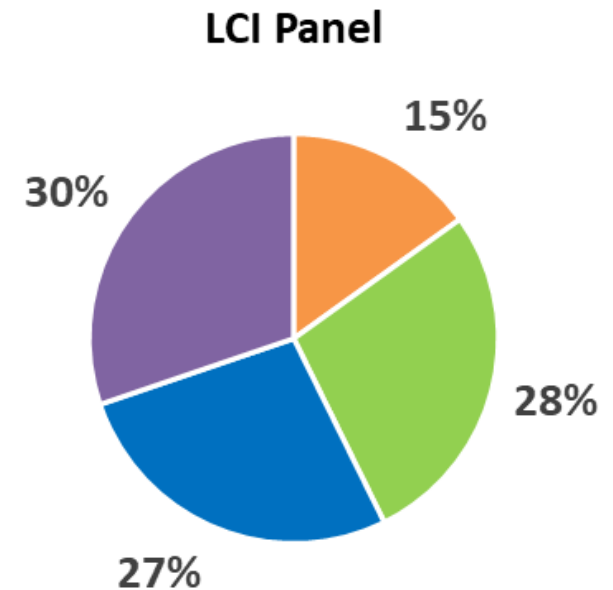
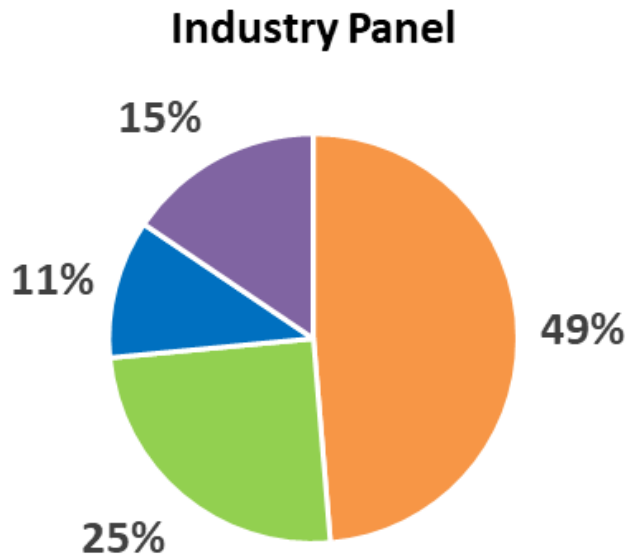
# Drive Lean Deeper

*LCI Panel: What lean practices used frequently in past 3 years?*



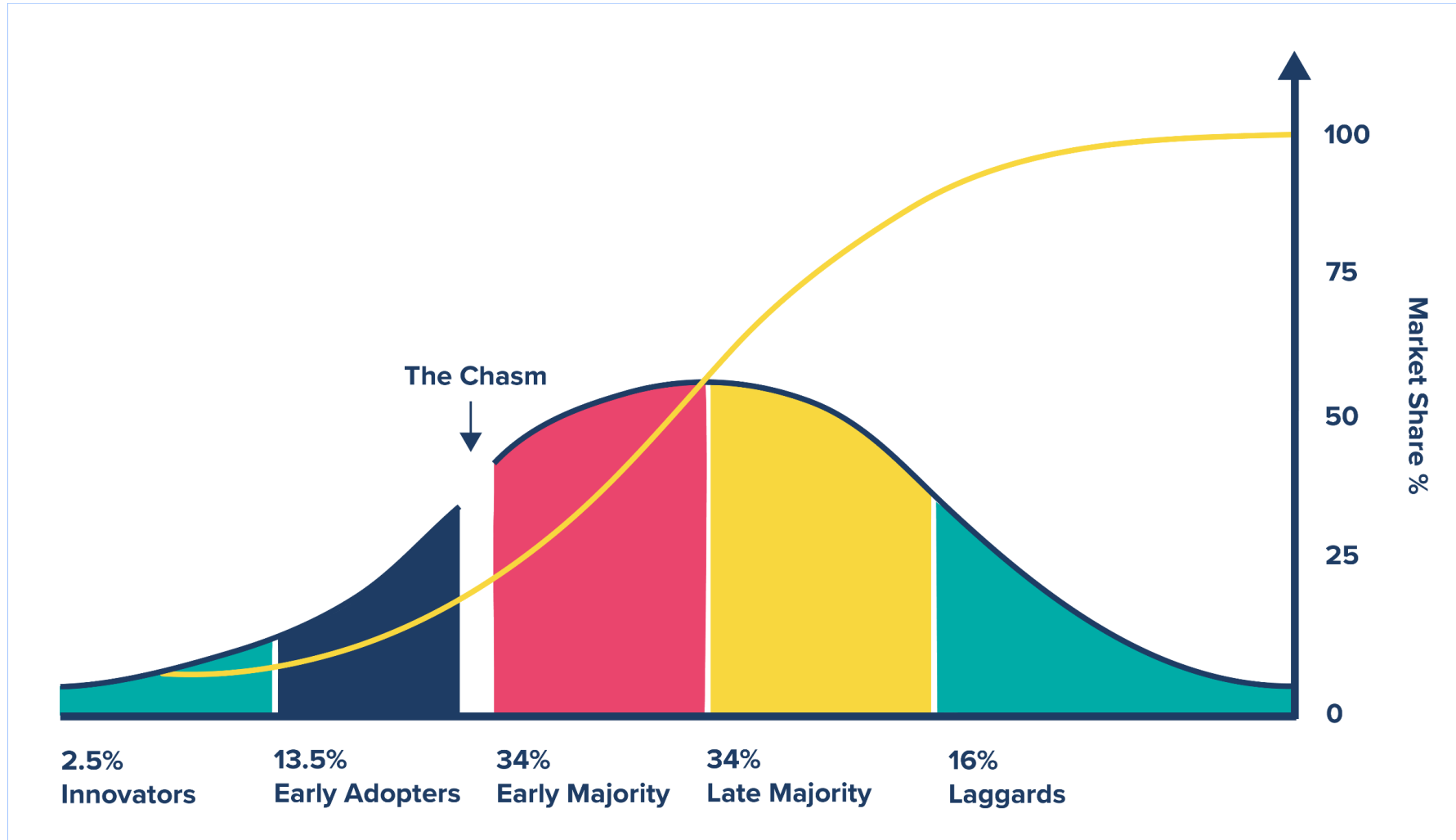
# Drive Lean Deeper

*What degree is Lean embraced in your company?*

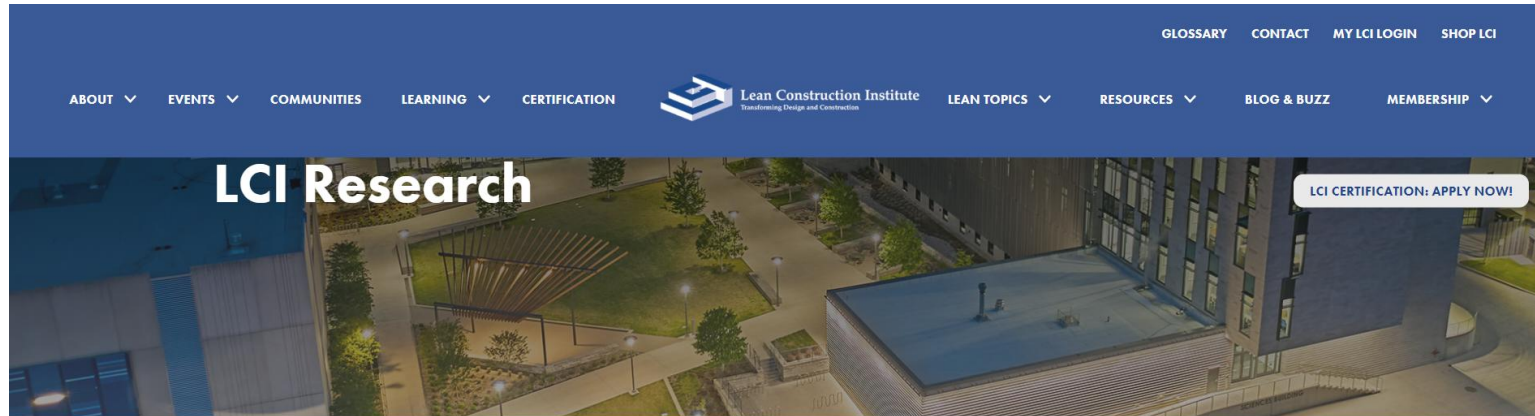


■ When Req'd ■ Project ■ Division/ Dept ■ Organization

# What is our target? Where do we want to be?



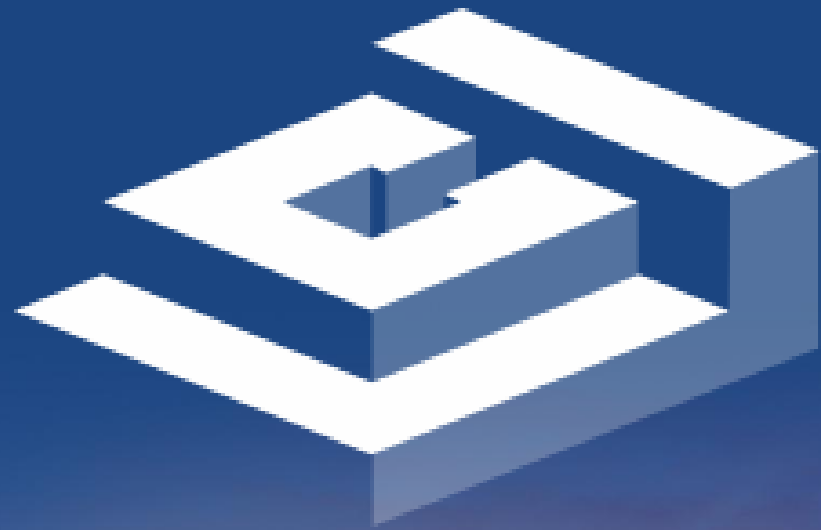
# LCI Research



## Lean Design & Construction Research Papers

Using empirical evidence, LCI-funded research efforts show that projects with a high Lean intensity are more likely to be completed ahead of schedule and under budget. See the results of our three major research efforts here. Feel free to explore, download and share the one-page fact sheets, the full reports, and supplementary videos with your organization, team or with those skeptical of the Lean advantage.





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