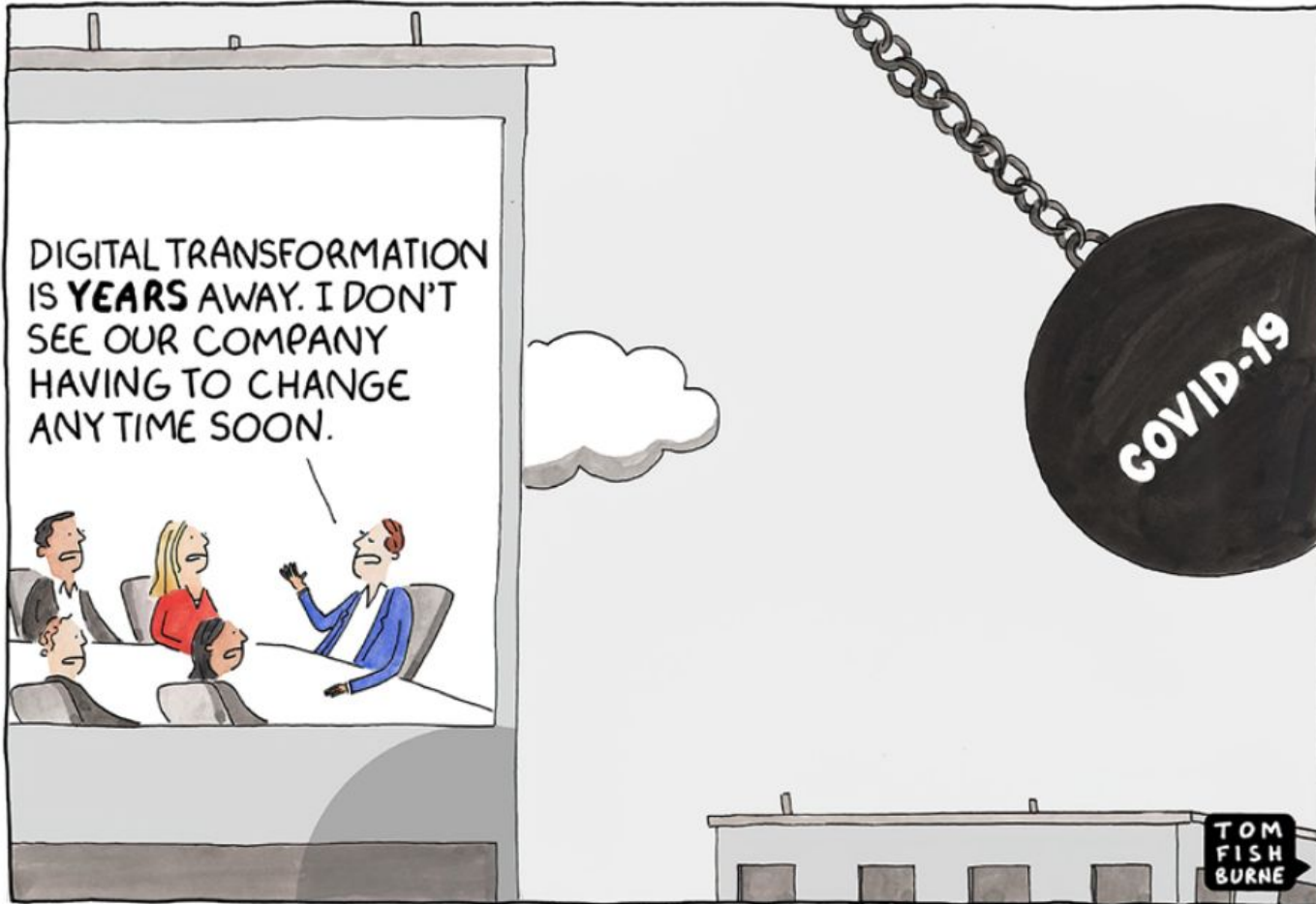




Standardisation & Industrialisation

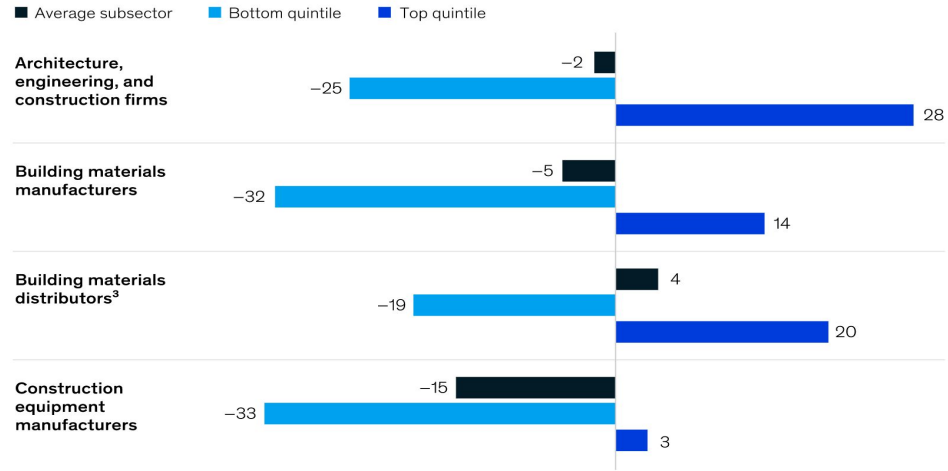
Thomas Goubau
Co-founder & CCO LetsBuild



Decisions made today will make you the leaders of tomorrow...

Similarly to the years following the global financial crisis, players will diverge greatly in their response.

Performance of ECB subsector¹ into and out of the global financial crisis, measured by 2007–11 TSR², %

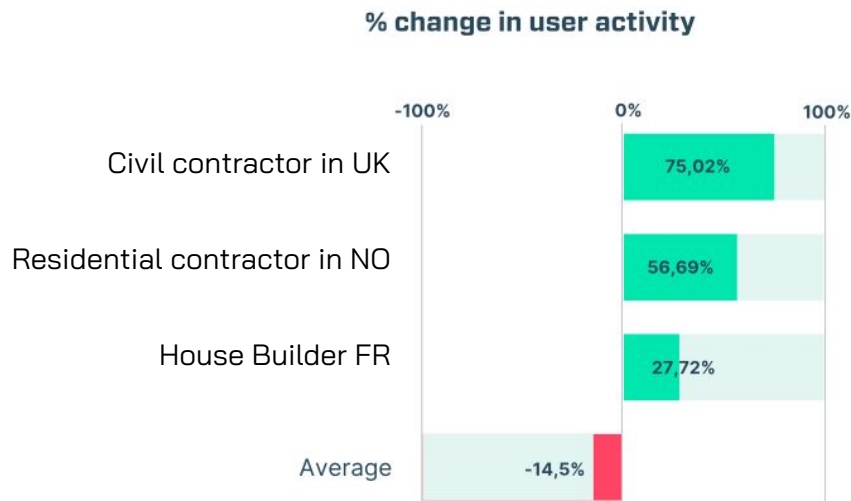


Leaders of the financial crisis of 2008 acted **fast and hard**. Major focus was made on **productivity, M&A and digitalisation**.

¹ Includes players with more than \$500 million in revenues in 2018.
² Total shareholder returns.
³ Includes equipment rental companies.

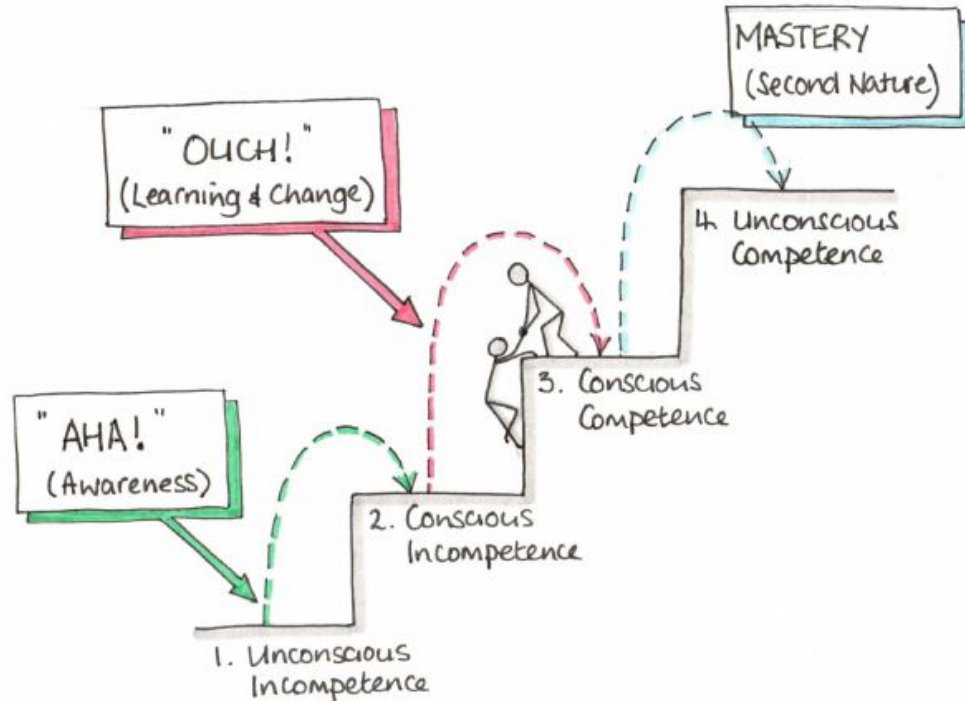
Already digital companies only accelerated digital adoption during COVID

Activities between April and June 2020 across Europe



Nothing new in this presentation

My objective is to share things you are already aware off but maybe not conscious



Standardisation and Industrialisation are really new?

Empire State building in 1930

13,5 months

410 calendar days

What if Lean, standardisation,
industrialisation was born even before
Lean Manufacturing existed?

Unfortunately we all forgot about it.



Trends we see across Europe

Industrialisation & Off-Site



Digital transformation (on-site)



Construction needs to catch up...

1980

2020



14 SMIC



10 SMIC



5 years of salary



9 years of salary

Efficiency >55%



Non quality < 1%



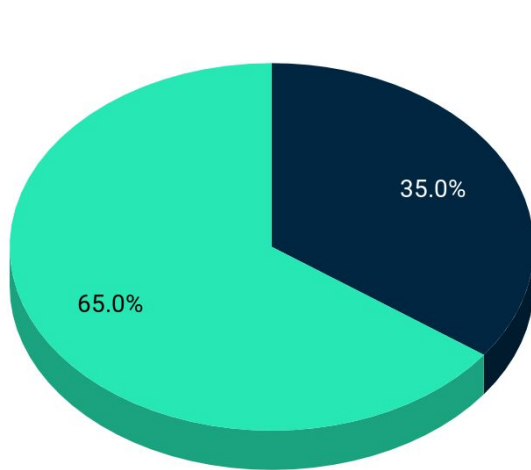
Efficiency < 20%



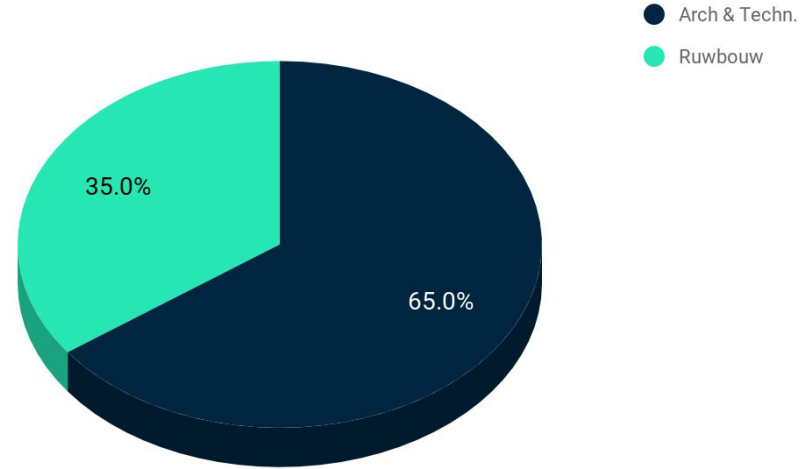
Non quality > 30%



Buildings today are not the ones of yesterday

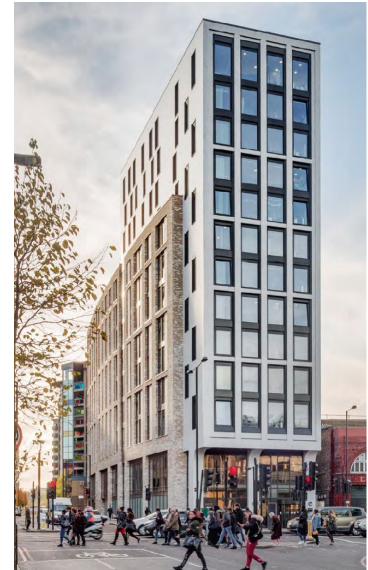


1980



2020

Off-Site has many advantages



**Reduced
Delays**



**CO2
Emissions**



**Circular
Economie**



**Quality
Improvements**



**Cost
Optimisation**



**Working
conditions**







1

2

3

4

5

6



Construction project today has many many many trucs...

»» *LETSBUILD*

Processes : Lean Planning

Example of a real project

Focus on Planning and lean construction delays can be significantly reduced and thus be closer what we clients demand

Lean

We have decided to reduce our 1526 rules to 1 simple rule



Residential Hospital in France
80 rooms

Classic Delays

14-16 months

Realised Delays

5,5 months

»» *LETSBUILD*

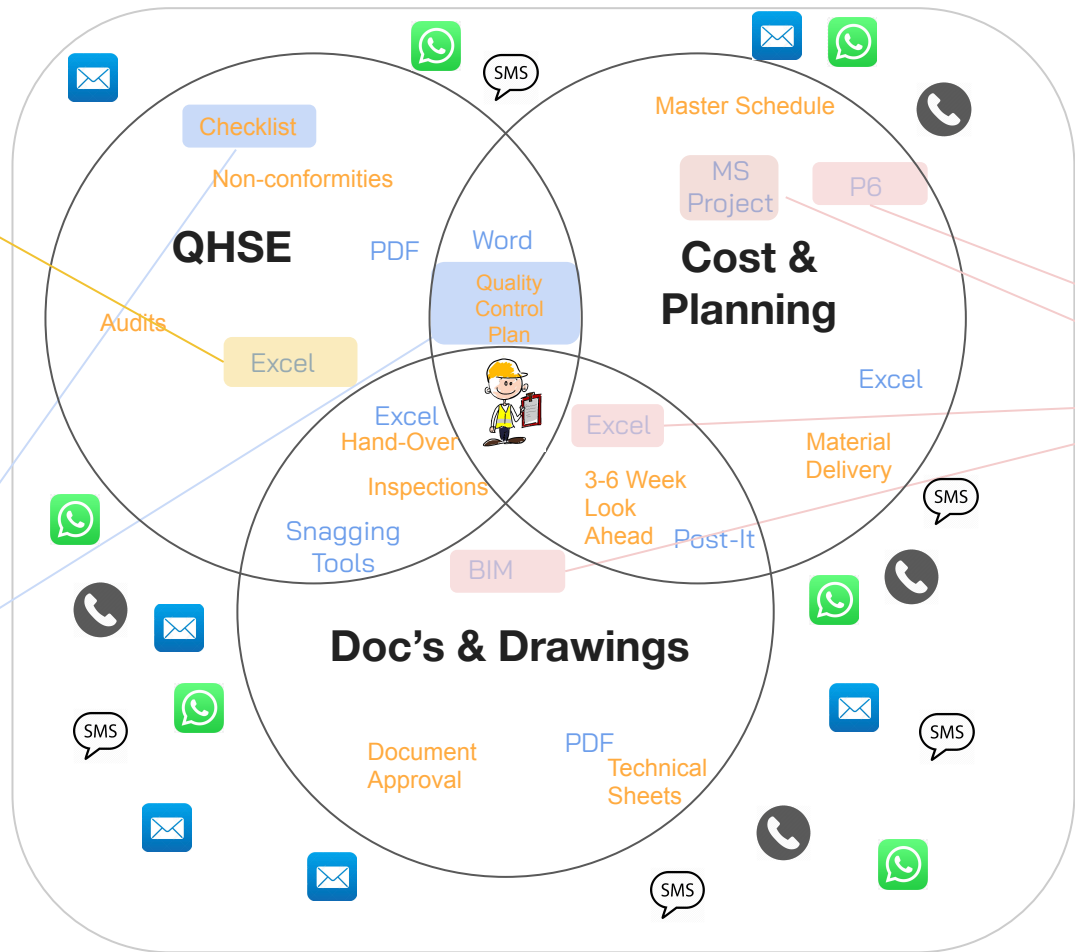
Tools and more specifically on-site tools

Projects are run with tools not made for construction

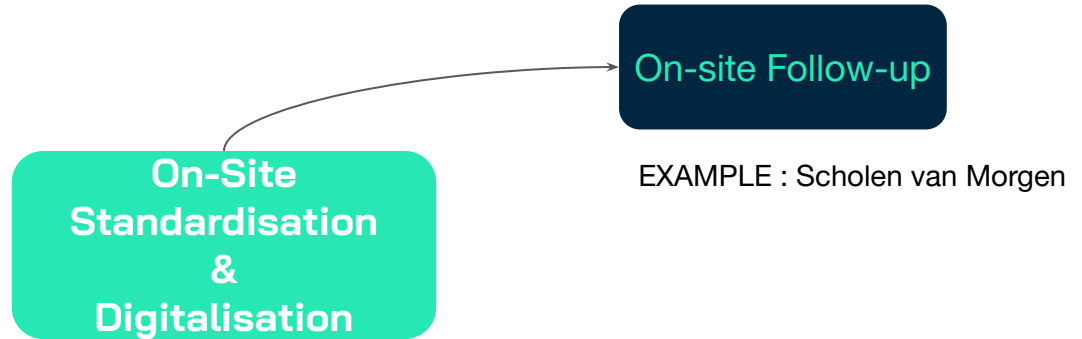
Not Construction Specific context

Not linked to Schedule

Not Real-Time

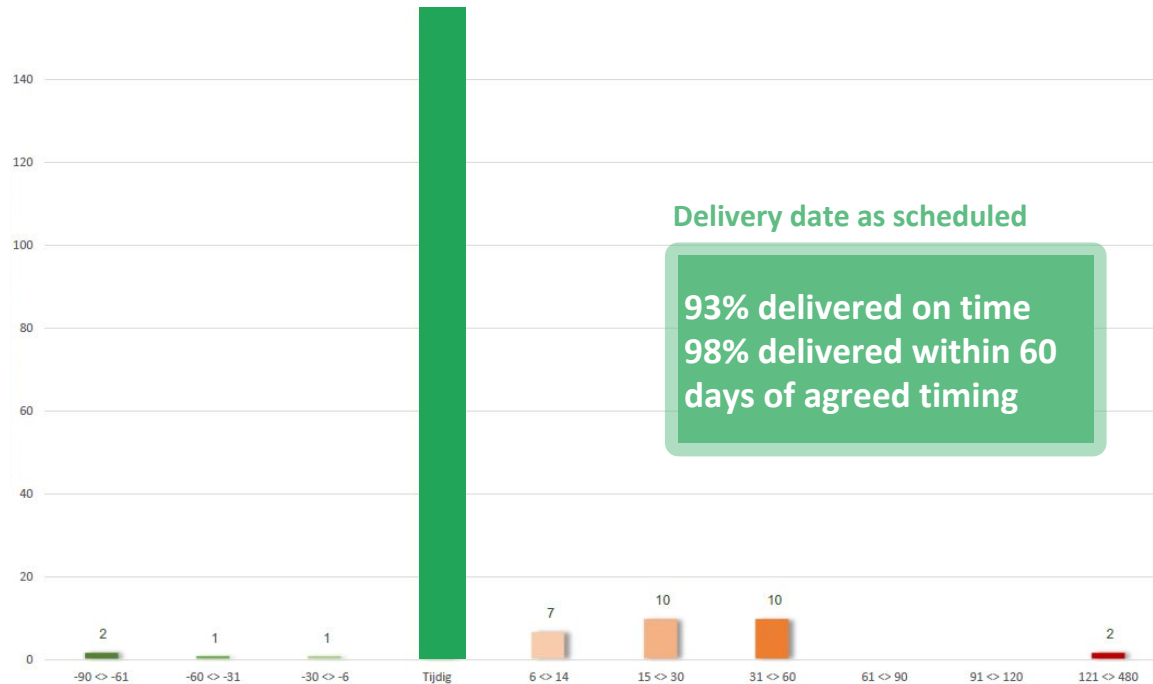


Example of Digitalisation and Standardisation

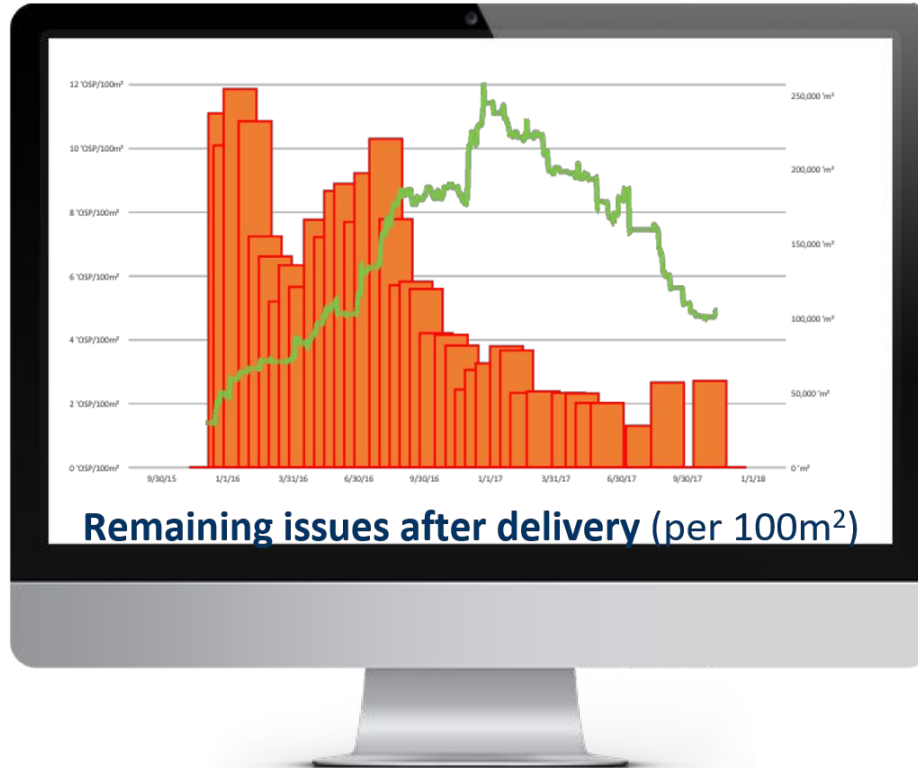


Standardised follow-up allowed to deliver faster..

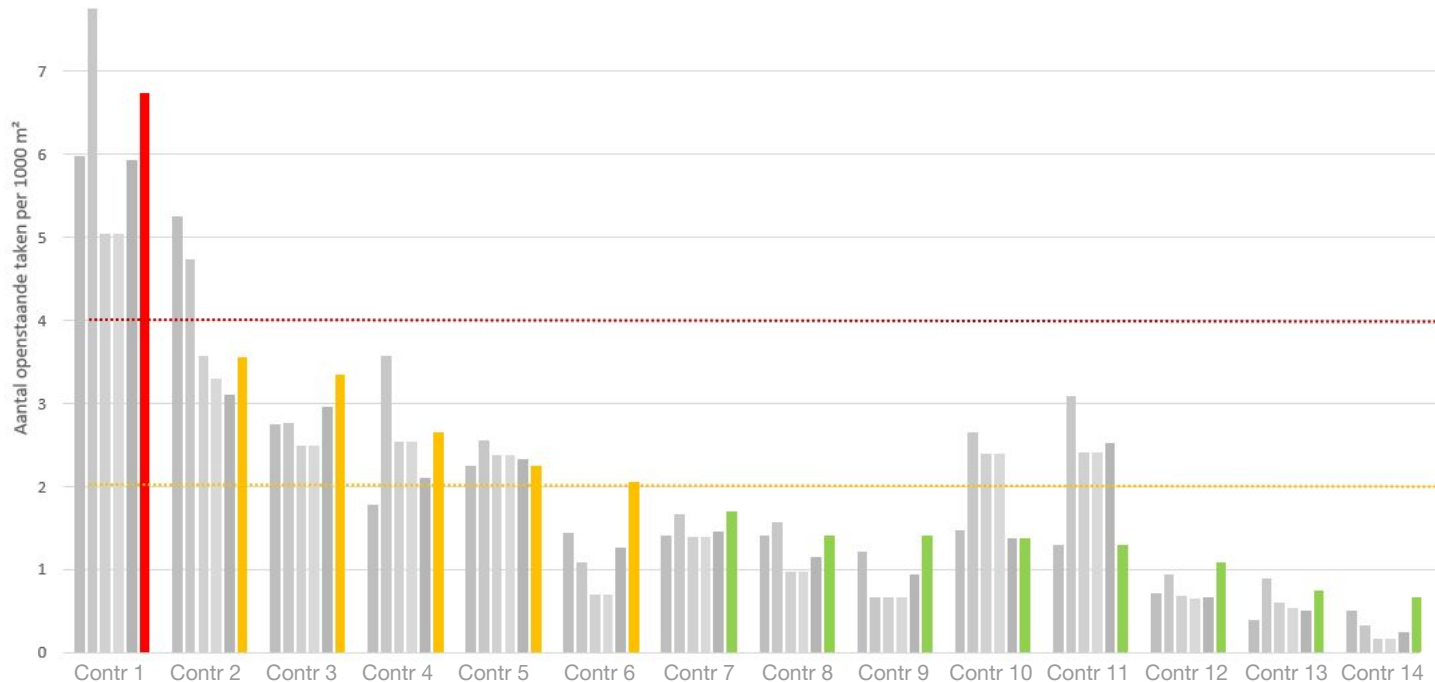
Based on 182 project in 2015-2017



Standardisation and digitalisation is a process not a magical pill



Data allows to benchmark your subcontractors and proactively help them do better



Example of Digitalisation and Standardisation



Quality Forms list

Date

1/1/2019 12/31/2019

Project name

All

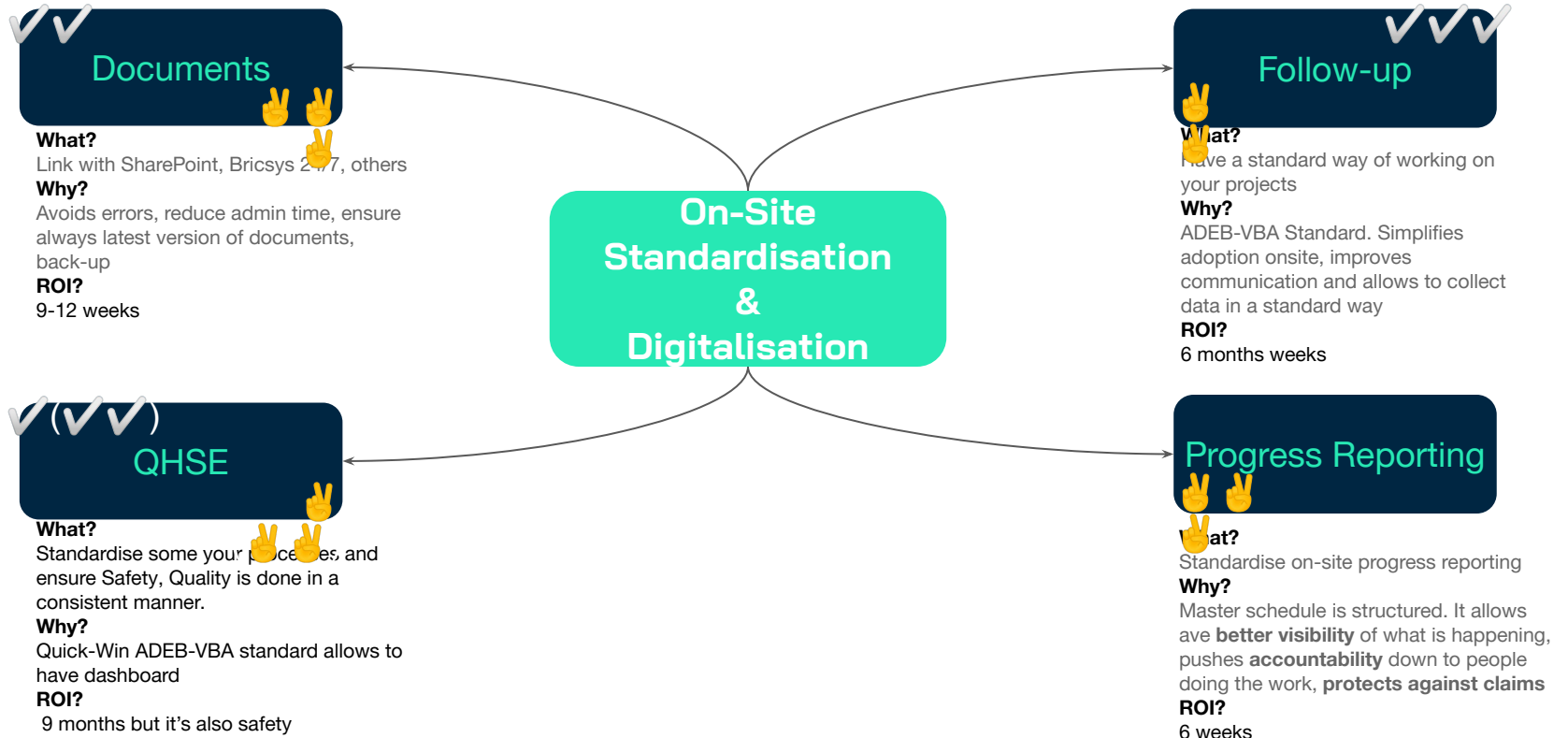
Form type

All

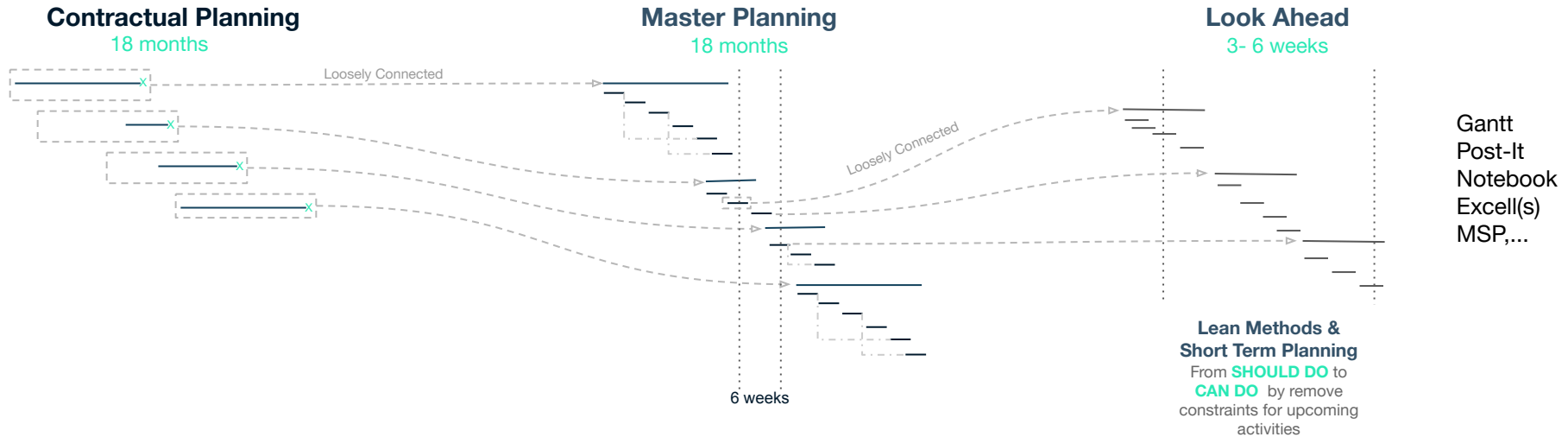
Quality forms per project or creator

Year	2019												Total	
	Time	1	2	3	4	5	6	7	8	9	10	11		12
W702 - VEGA							1							1
W715 - Palazzo Verde										1	1			2
W686 - RIVA				1		2								3
W707 - Front_Park_3					2	1								3
W709 - Aalter Landegem			1						1	1				3
W710 - T&T Franklin/D1 en Hampton/UV1						2	3							5
W713 - Lagoo 4 + 5								3	1				4	8
W636 Onderhoud Scholen van Morgen											7	2		9
W697 - Cronos			1		2			5		1				9
W714 - YADE											7	4	2	13
W701 - Happy Living					10	4	2		3	4				23
W698 - Aequor				2	8	8	9	4	2					33
Politiekantoor Ninove	3	8	13	7	4									35
W711 - De Post Groenplaats - FICO	1	1	1	2	5	5	5	12		2	3	3		40
W717 Calevoet-Ukkel										5	17	19		41
W712 - Elysia Park WPZ2		2	2	5	3	8	9			11	3	2		45
W719 - Hemixveer E - F - G									1	7	23	12	12	55
W708 - Left					5			9	26	36	29	19	12	136
W690 - T&T parking	13	189	88	18	73	57	28	13	6	21	1			507
Total	6	24	213	125	54	102	80	76	82	96	82	31		971

Example of Digitalisation and Standardisation



The many levels of planning on-site



Objective Contractual Commitments

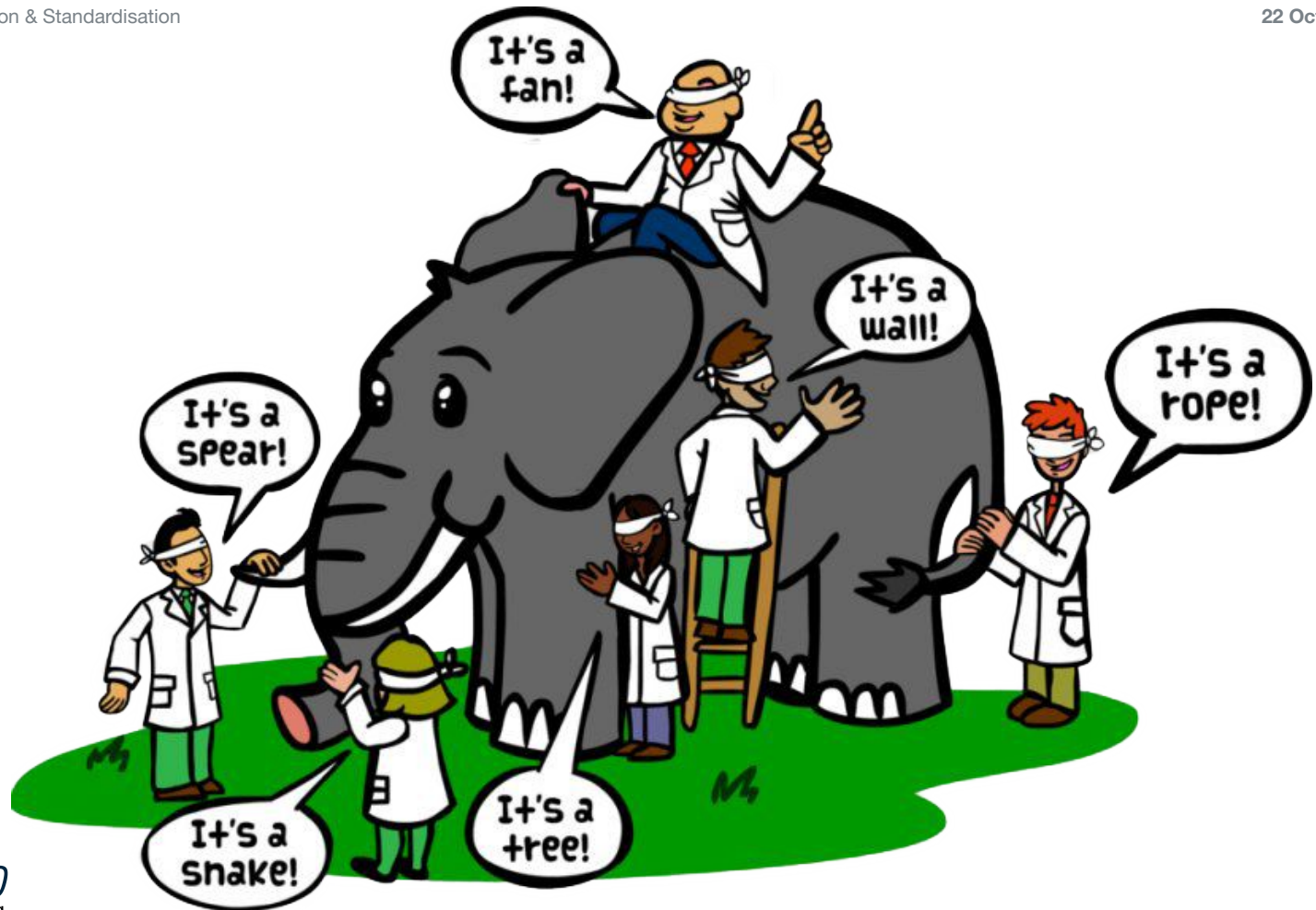
Report project progress and is the bases to discuss action plans

Actual Execution Plan

Tool? PDF

Majority on MS Projects or Oracle P6

Excel, Post-It, Magnets, Pen and Paper, MS Project



Standardise multiple on-site plannings

Contractual Planning

18 months



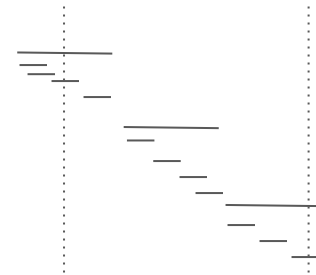
Master Planning

18 months



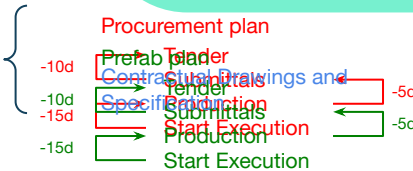
Look Ahead

3- 6 weeks



80-20

This is almost the same on all projects of a company. For example ordering windows at Master Schedule level it is 14 weeks



A man with short, light brown hair, wearing a dark blue sweater over a light blue collared shirt, is speaking. He is looking slightly to the right of the camera. The background is a plain, light-colored wall. The video frame has black bars at the top and bottom.

Matt Ghinn
Project Director
VolkerFitzpatrick
UK

to provide that visibility

Where will progress reporting help?

Improves or resolves three key areas:

- 1 Project Records
- 2 Accountability for Programme Tasks
- 3 Visibility of progress and issues/problems

With a reasonably well implemented LetsBuild programme have shown:

Easy to defend /dispute claims leading to significant cost avoidance

Significantly increased speed of reaction to issues raised

Excellent visibility of progress and issues significantly reducing challenge of communication

Benefits and Challenges of standardisation

Benefits for your organisation

- See what is happening and know more
- More in control: Proactive instead of reactive
- Collect data in structured way and learn from it
- Employee satisfaction (73% better NPS score)
- Back-up in case people leave
- Protects you better against claims
 - single source of truth, single source of proof

Challenge : Conflict of interest

Company

Project

Exception are Repetitive projects for apartment units

Lets re-introduce the word “Standard”



« To avoid multiplying many models, expensive to make we push ourselves to standardise each time it is possible»

Villard de Honnecourt
13th-century





Any questions?

Judge of a man by his questions rather than by
his answers

Voltaire - 16th century