Finding the Way to Success in Implementing Lean Construction in an Unfavourable Context

Kayvan Koohestani
Head of PMO at Mapna Locomotive Engineering Company; koohestani@gmail.com

Mani Poshdar
Lecturer, Built Envir. Engrg. Dept., Auckland Univ. of Technology, Auckland, New Zealand, mani.poshdar@aut.ac.nz

Vicente A. Gonzalez
Sr Lecturer, Department of Civil and Environmental Engineering, Founder and Research Lead Smart Digital Lab, The University of Auckland, 20 Symonds Street, Auckland, New Zealand, v.gonzalez@auckland.ac.nz
Differing Contexts, Differing Needs

Construction operates in various environments in different countries.

Different environments implies varying needs and priorities.

LC implementation in Iran
Construction in Iran

Economic Recession
Lack of Trust
Iranian Construction Industry
Poor Infrastructure
Systematic Lack of Clarity
Repelling Rules and Regulations

Weak Private Sector
Shortage of Resources
Weak Infrastructure
Low Quality
Research Method

- Literature Review
  - 41 Papers coded in NVivo
- 44 CSFs of LC Implementation
  - Frequency in literature tracked using NVivo
- Five Interviews
  - Evaluation of CSFs in the Iranian context
- CSFs with the most priority identified in the Iranian Construction
Identified CSFs

Organisational Factors
- Management
- Human Resource
- Training

Project Management Factors
- Communication and Learning
- Relationships Between Parties
- Stakeholders Management

Implementation of Lean Practices
- Process Improvement
- Lean Design Management
- Benchmarking

External Factors
- Regulations
- Local Construction Industry
- National Economy
Current Status of the most Important Organisational CSFs in Iran

- Low LC Awareness
- Neglected Role of HR
- Restricted Training Budget
- Erroneous Technology Adoption
- Weak Teamwork Culture
- Limited Funding
- Lack of Documented Organisational Structure
Current Status of the most Important Project Management CSFs in Iran

- Minimal Communication and Info Sharing
- Limited Learning
- Monopolistic Supply Market
- Adversarial Relationships
- Rare Stakeholder Management
- Rare Quality Management
- Unclear Scope Definition
- Restricted Risk Management
Current Status of the most Important External CSFs in Iran

- Resource Shortage
- Financial Problems
- Monopolistic Key Players in the Industry
- Trivial Completion
- Conflicting Roles and Interests
Current Status of the CSFs Related to Haphazard Implementation of LC Practices in Iran

- Benchmarking for Competition
- Non-lean Prefabrication
- Trivial Innovation
- BIM Application
Findings

CSFs with the Most Priority for LC Implementation in Iran

- Management and Leadership
- Human Resources
- Awareness and Knowledge
- Scope Management
- Relationships Between Parties
- Communications and Learning
Recommendations

- Increase Awareness
- Government to Take Action
- Youths can act as the Pioneers
Thank You