

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 Repelling Lack of Rules and Trust Regulations Iranian Construction Industry Systematic Poor Infrastruct Lack of ure Clarity

Weak Private Sector

Shortage of Resources

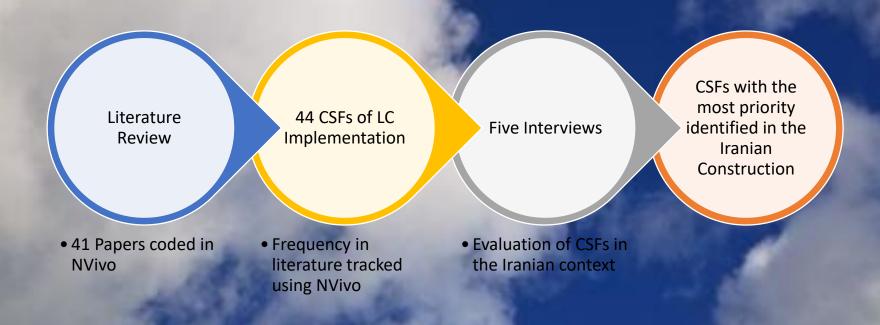
Weak Infrastructure

Low Quality



Research Method







Identified CSFs



- Management
- Human Resource
- Training

Organisational Factors

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



INTERNATIONAL GROUP FOR LEAN CONSTRUCTION

Communicat ions and Learning

> **CSFs** with the **Most Priority for** LC **Implementation** in Iran

Human Resources

Relationships Between Parties

Awareness

Scope Management



Recommendations



Increase Awareness

Government to Take Action

Youths can act as the Pioneers





Thank You

