Lean Construction Congress

JUNE 3–5 2019, HELSINKI, FINLAND

www.lci19.org

LEAN CONSTRUCTION INSTITUTE - FI

Lean Strategy

Jyrki Keinänen

1400 projects under work at present

3700 Customer projects in 2018

in 70 countries

70 M€

Revenue (2018)

56

NPS

3 Business lines

- Construction Management
- Civil Engineering
- Structural Engineering

1959

Founded

15 %

Annual growth

A-INSINÖÖRIT 60 VUOTTA

We belive in **Customer Experience**

We belive in **Culture of Co-Creation**

We belive in **Adding Value by Innovation**

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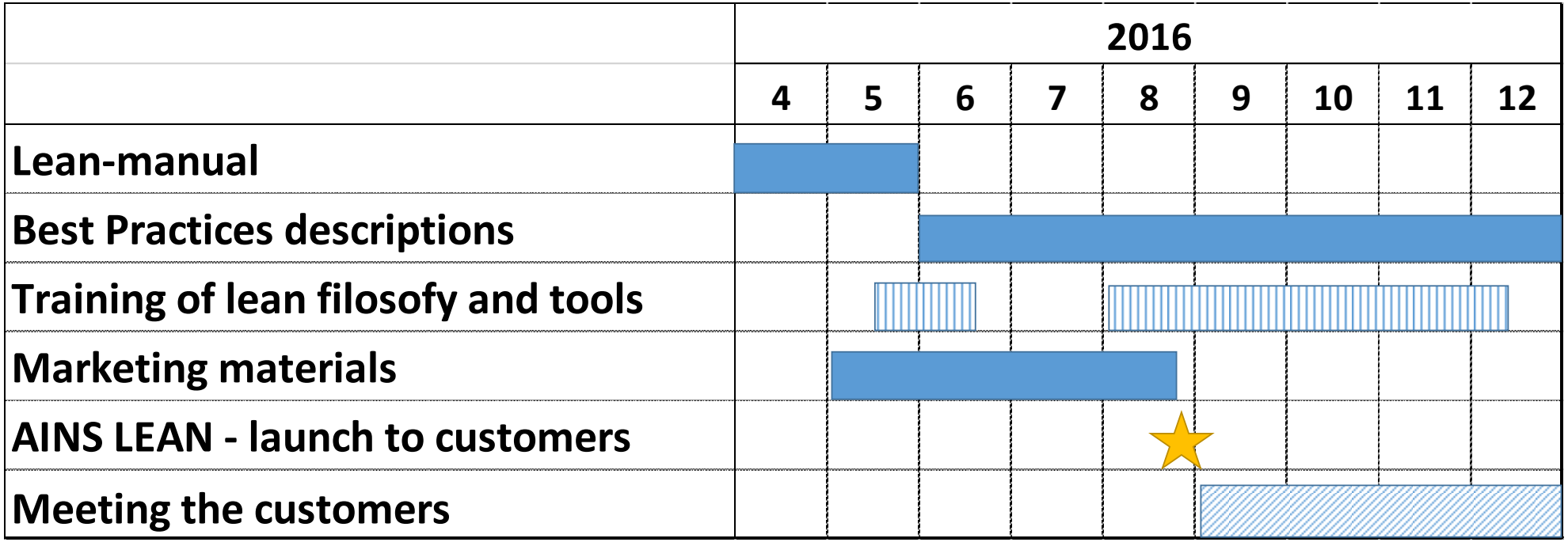
Two trials to push Lean

I	2014 – 2016
II	2018 –

Lean I – ”Lean as a Product”



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Lean I

- 80 % failure
  - A top down exercise
  - Lots of training
  - No champions for follow up or continuous support
  - Blue-eyed wish that people would change the way to work by themselves

Lean II – ”Lean as a Strategy”

1. **Understand value.** Value is something of which the Customer is ready to pay.
2. **Value stream.** Get rid of non-value adding activities.
3. **Pull effect.** Try to see flow throughout the process.
4. **Engagement.** Respect people – let ideas fly.
5. **Continuous improvement.** Kaizen-workshops, Gemba-walks.

Modified from source: Machine That Changed the World : The Story of Lean Production. Womack, Roos and Jones, 1990

Cornerstone for lean thinking in AINS was actually laid in 1959 by the founder of the company - Mr. Kalevi Ahonen.

He counted on innovation.
He respected people.

AINS Group
Est. 1959

AINS STRATEGY MAP 2018 - 2020

Building Success Together

Strategic focus areas

Growth

Continuous Improvement

Value Stream

Engagement

Value

Pull Effect

…

…

Digital Solutions

…

Better Project Management

Continuous Improvement

Best Place to Work

Engagement

Customer Satisfaction

Value

…

Project Management Software

Pull Effect

Strategic Goals

eNPS

Engagement

NPS

Value

Turnover

Value Stream

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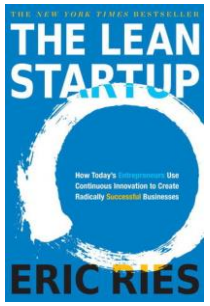
Lean II in action: Kaizen pilots

1. Reduce ICT tools ”ready to work” –time by 50 % for new employees
2. Saving the last 48 hours for finalising joint tenders
3. Reduce WIP in billing process by 50 %
4. Reduce queuing time in company breakfast from 3 min to 1 min
5. Reduce quantity of HR-requests by e-mail by 80 %

Lean II in action: Lean Start Ups

Summary

Lean Strategy → Lean in Strategy



60 VUOTTA

YHDESSÄ RAKENNETTU

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Thank you!

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