

## Porsche Consulting

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# Tenant Helps to Build

## HOW CONSULTANTS WORKED WITH THE BUILDER ON THE NEW PORSCHE CONSULTING OFFICE IN MUNICH

Porsche Consulting opened an office in Munich in the spring of 2016. This is the company's third site in Germany, joining the headquarters in Bietigheim-Bissingen near Stuttgart and the office in Hamburg. Wöhr + Bauer, the Munich-based project developer, built it in the center of Bavaria's capital, overlooking Olympic Park. The Porsche consultants are not simply the tenants of the new building. They also participated in the construction project—by optimizing the processes. The joint efforts served to ensure that the work would be finished in time for the office to open. "Construction projects always have a certain dynamic," says Wolfgang Roeck, the managing director of Wöhr + Bauer, adding that "it's important to detect any possible deviations from the plan early on and counter them." The preferred means of doing so consists of planning and controlling the takt times. The various subcontractors moved through the floors of the building following the "flow of construction." Progress was monitored continuously and presented in a transparent manner for all involved. This prevents errors and unnecessary delays.

# Go with the Flow

## BUS LINES SET AN EXAMPLE FOR MATERIAL FLOW

Stops increase speed. This may sound like a contradiction, but stops do in fact promote pace and punctuality. During the start-up phase, the large-scale NOAS (New Office Airport Stuttgart) construction project is using the familiar German sign for bus stops—a big green "H" for Haltestelle on a yellow background—on every floor of the building. "These are our stops in the material flow," explains site manager Stepan Malek. "We use them to guide the flow throughout the building."

In constructing this new administrative building adjacent to Stuttgart Airport, the Stuttgart office of Ed. Züblin AG (with around 1,100 employees and a turnover of 635 million euros in 2015) is using lean principles with targeted takt-based planning and control. The building, which

consists of three organically shaped parts, will have a surface area of nearly 250,000 square meters. That does not make orientation very easy. The planning for the project divided the construction site into takt-based sectors. Each sector has a stop, where the construction material for that sector can be dropped off.

The "stop" idea arose in the course of a lean construction project with Porsche Consulting. Poorly coordinated material supplies, insufficient guidance for shipping companies, and space problems at construction sites often lead to materials not being delivered where they are needed. That in turn often leads to completely superfluous labor being put into moving material around. For example, tiles might be moved several dozen times before

they finally end up on the walls. But this problem can be solved by the "bus line" principle.

On closer inspection, each stop consists of a piece of particle board bolted to a wooden post on a stand. More than 80 of these signs were made for Züblin's construction site in Stuttgart. Each stop has a number that serves as a delivery address within the building. "A delivery is only allowed onto the site if it has a precise address," says Malek. An overview of the site is provided in the form of a pocket-sized map to show delivery companies how to reach the right drop-off location. Site manager Eva Isaksson is quick to point out the advantages of the system. "We know where any given set of material is at all times. And it's also immediately clear if something is missing."



Head site manager Stepan Malek, foreman Christian Hinz, and site manager Eva Isaksson (from right) have come to rely on the material flow stop system.