25TH ANNUAL



National Owners Panel



Victor Sanvido
Southland Industries



Darin Daskarolis

Meta



Geoffrey Neumayr

San Francisco International Airport

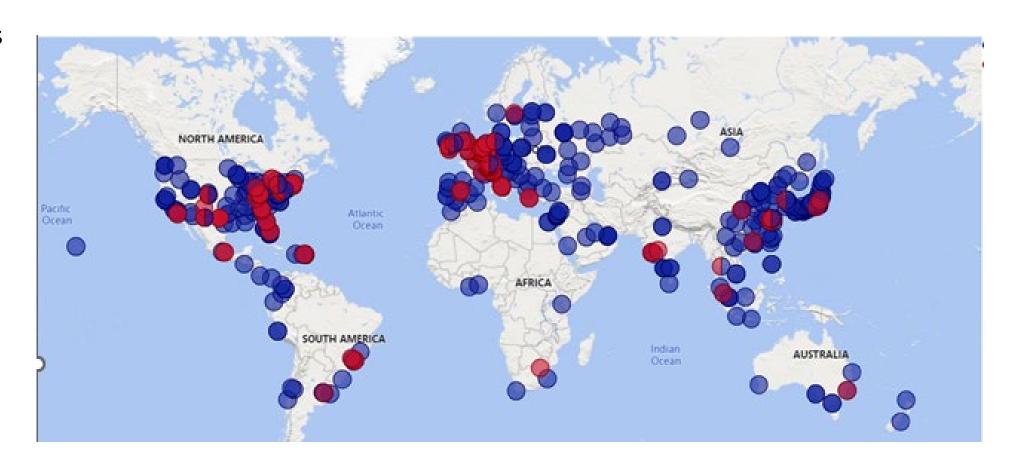
#LCICongress23



Johnson & Johnson Lean Journey

focus on healthcare innovation and tackling the toughest health challenges

- > 135+ years of healthcare products and solutions
- ~ 800 sites in 77 countries with presence in North America, Latin America, EMEA and APAC
- > ~ 43.7MM square feet worldwide:
 - Manufacturing
 - Distribution
 - Administrative
 - R&D/ Laboratory



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Johnson & Johnson Lean Journey



Johnson & Lean Journey

Profoundly impact health for humanity

E2E project flow + compliance + business value add











Standardization, benchmarking, design assist







Unified delivery process + pilot target value delivery

Progressive design build & partnerships

Remove silos

Global consistency

Internal - External alliance



Meta develops software, right?





3.88 Billion

Brick & mortar behind the software



Challenges at scale

2022 Market Driven Challenges

- Design Optimized over 10+yrs;
- Cost CV related capital costs peaked;
 market pressure from all directions;
- Technology pivot quickly!, redesign;
 "nothing stands still in tech"







Redirecting Resources

- Pause several billion-dollar projects;
 re-direct thousands of workers / knowledge
- Significant revenue disruptions across
 20+ Design & contracting teams, 500+ subs;
- "Trust: built in years, shattered in moments"







Target Value Design (TVD) solution

Required a full "Value Reset"

People investment – individuals & optimal cross-company teams

• TVD – defining, embracing new habits, discarding non-essentials

- Finalized approach, project & program including:
 - Pre-manufactured assemblies (eliminate waste)
 - Early trade level input, cadence of design evolutions (flow)
 - Commercial accountability (generate value)

Target Value

Achieved TVD goals & releasing for construction



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Delivering Exceptional Projects

San Francisco Internationall Airport

A Critical Regional & National Infrastructure

- Airport operations started 1927
- 2019 58 million passengers (2019)
- 46,000 employees (2019) largest in San Mateo County
- \$ 8.4 billion in direct benefits
- \$62.5 billion benefits to region

Delivering Exceptional Projects

Business Participation

Outcomes

LBE Participation Goals

Local Hire Goals

New Hire Goals

Create Jobs

Construction

Outcomes

DBE Participations Goals

Economic Outcomes Exceed Revenue Reduce O & M Cost **Increased Competition** Minimize Impact on CPE **Sustainability** Outcomes Measurable **Project Outcomes**

- Local Economy Improvement

- Social Inclusion
- Environmental Stewardship
- · Economical Responsibility
- Maximize Performance
- Optimize Operations

Design **Outcomes**

Passenger Experience

Safety Incidents

Disputes/Claims

Operational Impacts

Profitable Outcome for All

Non-Conformance Work

- **Project Recognition/Awards**
- **End User Satisfaction**
- **Creative Solutions**
- **Innovative Solutions**

Project Management Outcomes

- Target Budget Performance
- Target Schedule Performance
- Activation/Startup Goals
- Have Fun
- **Partnering Goals**

Management Team

Delivering Exceptional Projects

- Integrated Project Delivery
- Qualification Based Selection

Integrated Technology Systems

Lean Construction Institute

Lean Construction Concepts



Exceptional Project Team

Actual Construction

 Target Budget Design

Systems

- Building Information Management (BIM)
 - Integrated Project Management System
 - Last Planner

Design Team

Project

Builder Team

Project
Outcome
"Design Excellence"

Creativity & Innovation

Virtual Construction

Collaborative

Collaborative Alliances

- Owner & Stakeholders
 - Designers & Subconsultants
 - Builder & Subcontractors
- Stakeholder Engagement
- Project Team Partnership

