

25<sup>TH</sup> ANNUAL



25<sup>TH</sup> LCI CONGRESS  
OCTOBER 24-27, 2023

# National Owners Panel



**Victor Sanvido**  
Southland Industries



**Darin Daskarolis**  
Meta



**Jennifer Keller**  
Johnson & Johnson



**Geoffrey Neumayr**  
San Francisco International Airport

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# J&J Lean Journey

Jennifer W. Keller, Director, Project Management, Engineering and Property Services

**25 YEARS OF LEARNING: SUPERCHARGE YOUR LEAN JOURNEY IN THE MOTOR CITY**

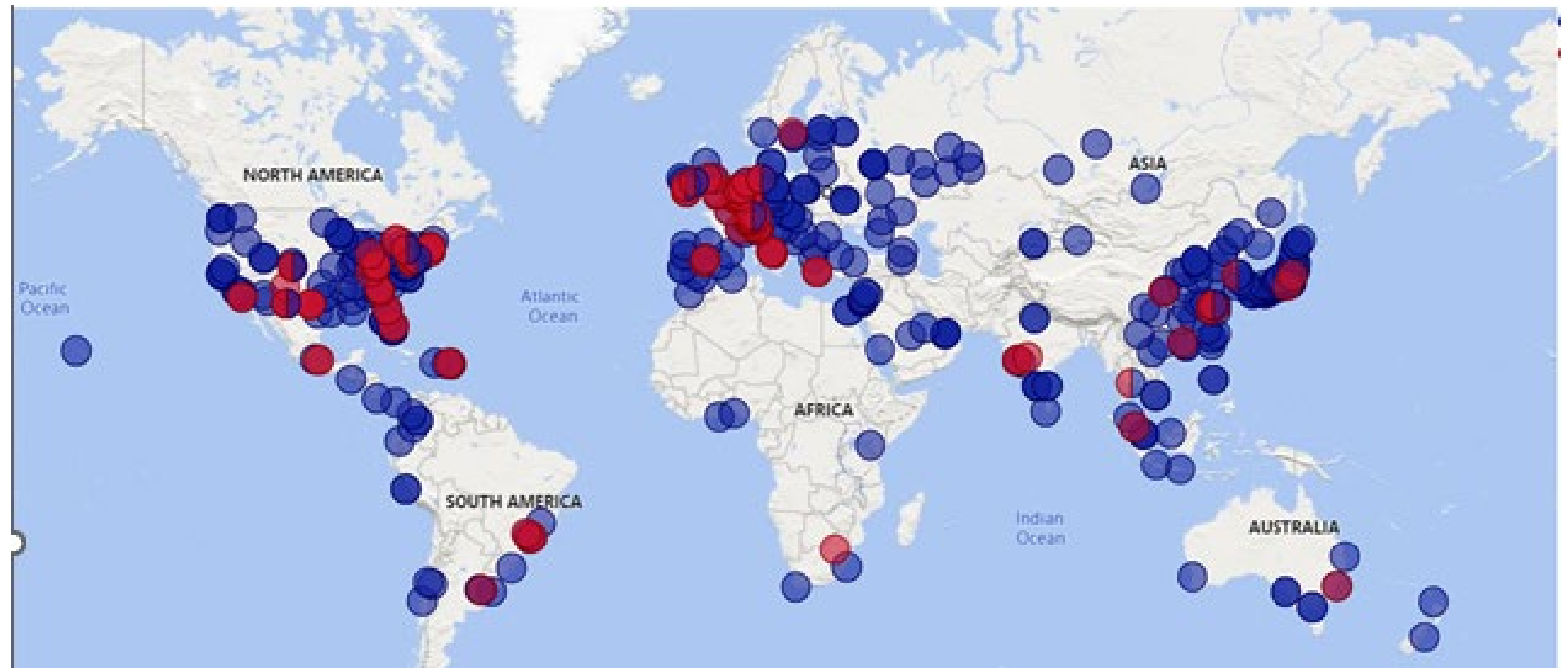
October 25



# 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



# Johnson & Johnson Lean Journey



Innovation + culture = change

# Johnson & Johnson Lean Journey

Profoundly impact health for humanity

E2E project flow + compliance + business value add



Progressive design  
build & partnerships

Unified delivery  
process + pilot target  
value delivery

Standardization,  
benchmarking,  
design assist

Remove silos

Global consistency

Internal- External alliance



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# Meta Lean Journey

Darin Daskarolis

Senior Director, Design, Engineering & Construction – Data Centers

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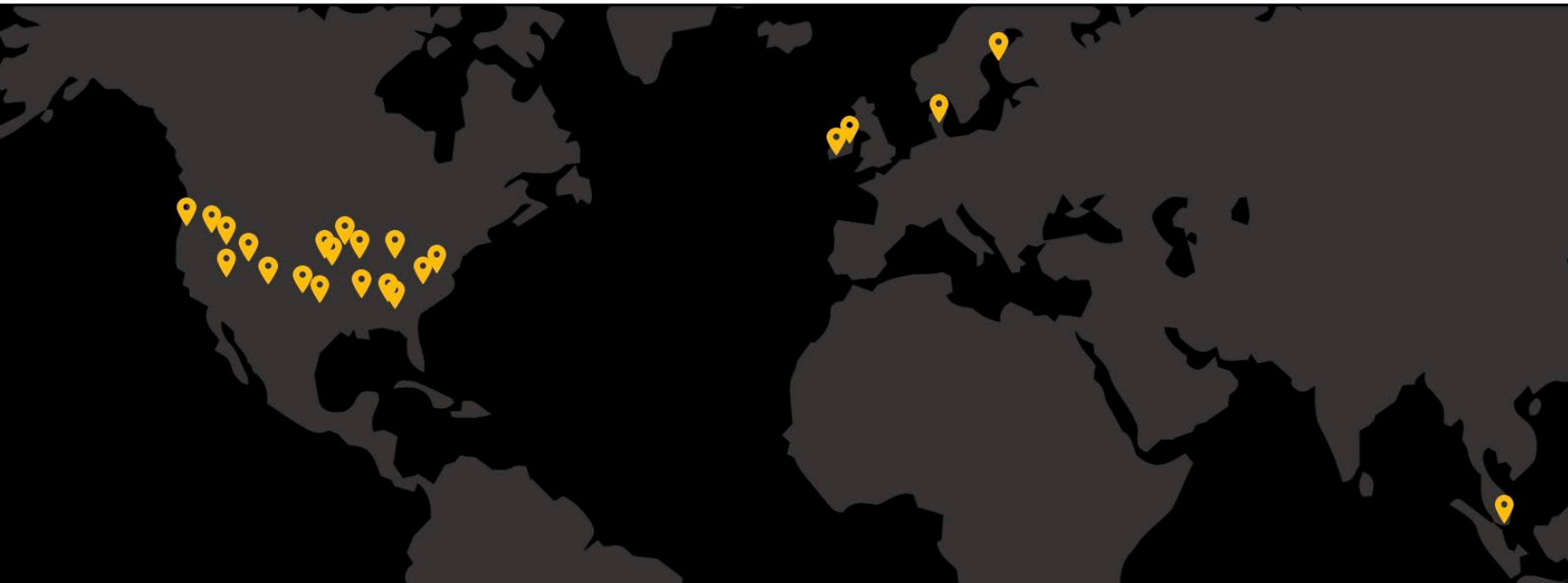
# Meta develops software, right?



**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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# SFO Lean Journey

Geoffrey W. Neumayr, SE, DBIA  
Chief Resiliency & Sustainability Officer

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# *Delivering Exceptional Projects*

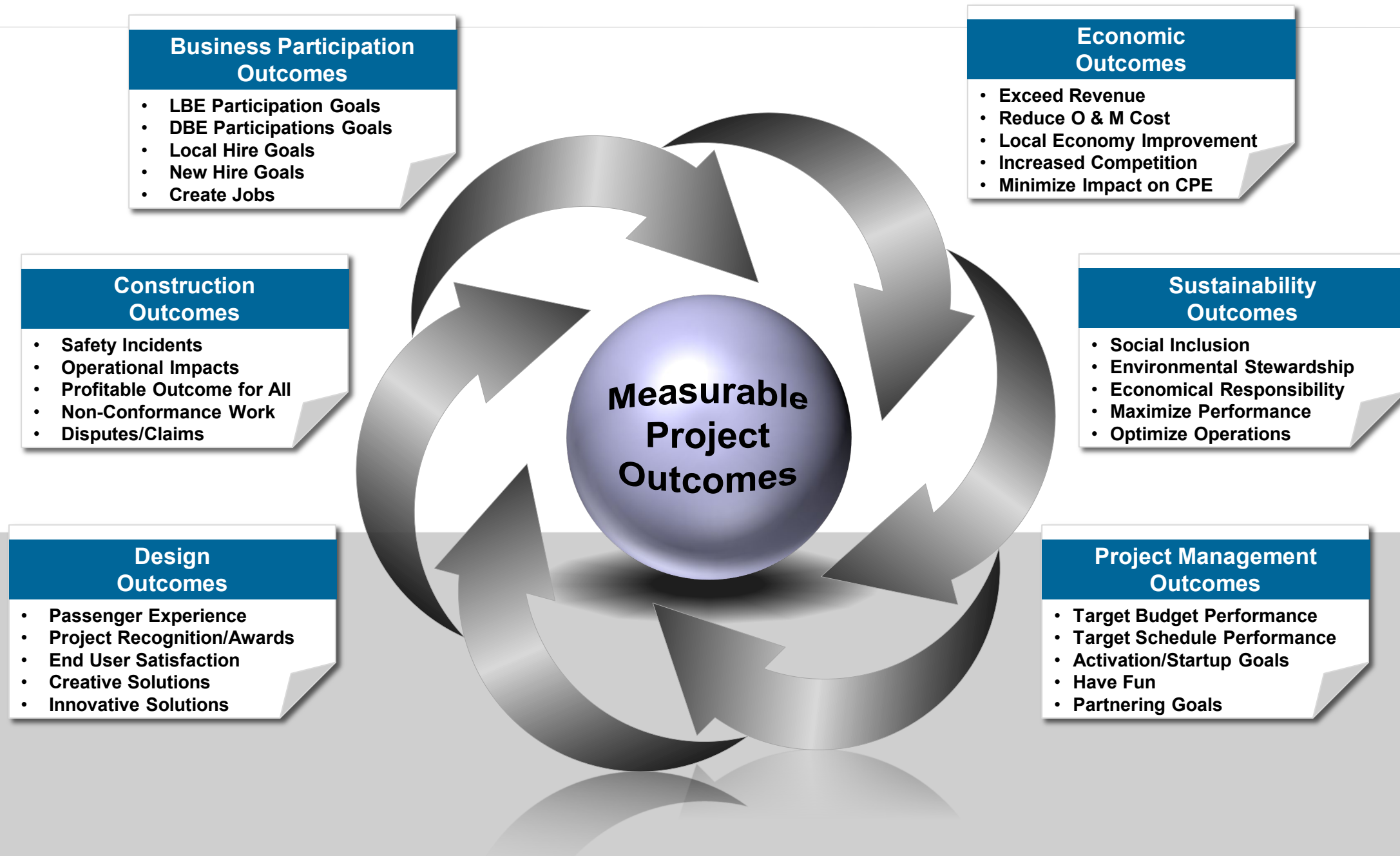
## San Francisco International Airport

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

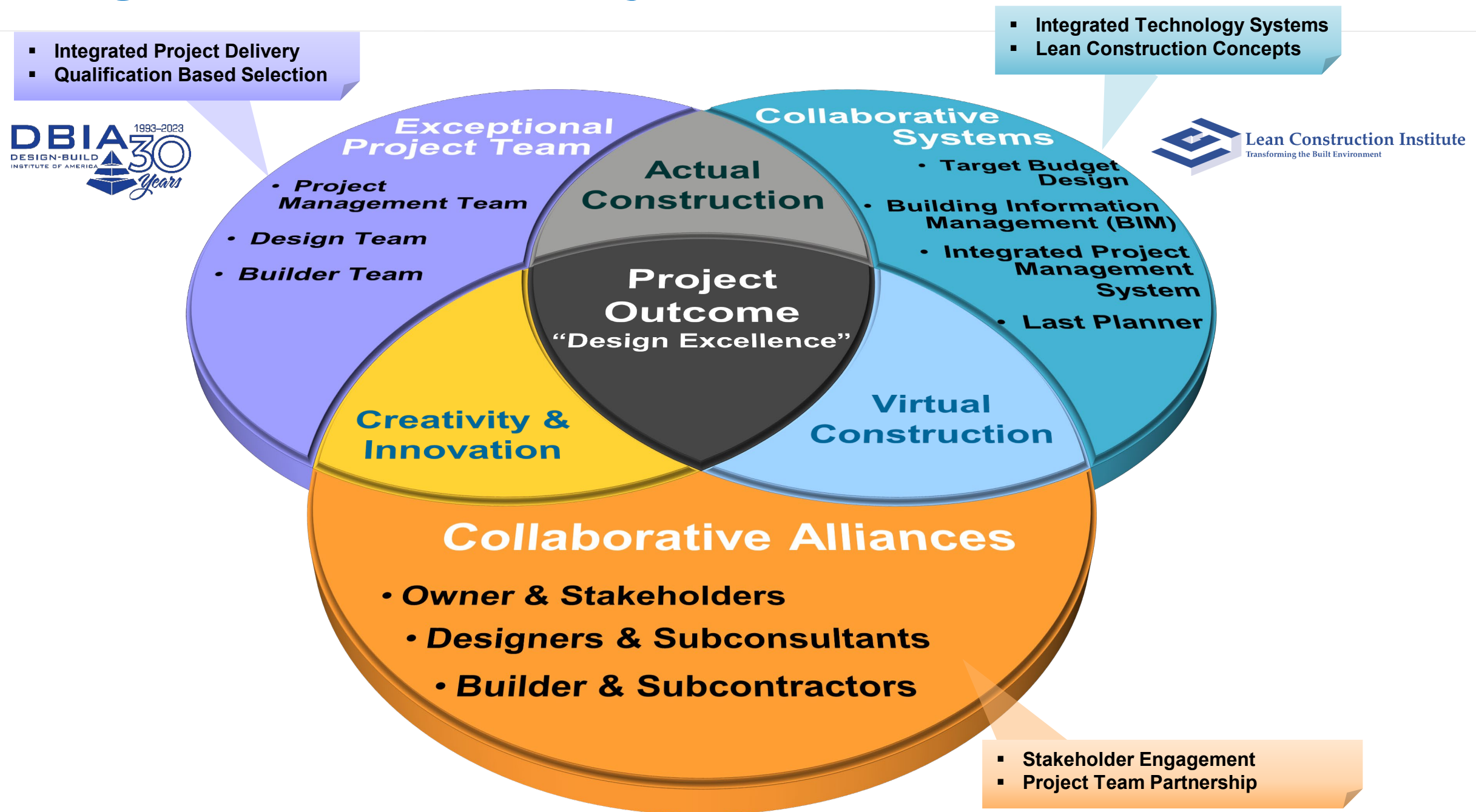


# *Delivering Exceptional Projects*





# Delivering Exceptional Projects







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