Last Planner System and Lean Construction

Capability statement | PLACE Strategy GmbH | November 2026

PLACE at a glance

200+
construction projects

4
countries

2018
in the market since

Focus	Lean Construction consultancy: the Last Planner System, takt planning and lean design, from design to commissioning.
Attitude	“We bring people into flow and keep them there. They drive construction projects forward.”
Role	We enable and facilitate. We are not a party to the project. Programme and responsibility for dates stay with your team.
Company	Cologne and Stuttgart. Three managing directors. Training partner under VDI 2553.



Our services in four fields

Understand

Grasp the situation

Kick-off conversation, overall process analysis with all parties, milestone and phase plan

Apply

Use the methods

Last Planner System, takt planning, lean design, constraint management

Lead

Facilitate the people

Weekly lean meetings, daily huddles, escalation in the room, reporting to leadership

Transform

Build capability

Villego lean simulation, training under VDI 2553, train the trainer

The Last Planner System as we implement it

Programme

Milestone and phase plan

Built with everyone who delivers, based on an overall process analysis

Pull plan

Backwards from the milestone

The trades plan their sequence and handovers together

Look ahead

Six weeks ahead

Constraints become visible and are cleared before they block the work

Commit

Weekly work plan

Each trade promises what it can deliver, in front of the others

Learn

Plan reliability

PPC and reasons for variance every week, causes fixed together

A 16 MW data centre in Frankfurt

Project	16 MW data centre in Frankfurt am Main
Client	An international M&E contractor. Project and client are not named here.
Phase	Last Planner System in execution
Our scope	Lean simulation for the team, overall process analysis and milestone and phase plan, weekly lean meeting system with rules and roles, subcontractors integrated, lookahead in the digital planning tool, train the trainer
Effect	Milestones visible to everyone in the room, dependencies surfacing weeks before they reach the site, trades planning together

A fixed move-in date, and the whole site behind it

Constraint

The car park deck was finished in January 2019.
The first tenancy agreements and move-in dates were set for October 2019.

Collaboration

At the start, 35 project participants were trained in lean.
The takt was found together, reviewed every week and visible to everyone.

Result

All 30,000 m² of office space were finished in under 12 months.
The tenants started their fit-out in 2019.

< 12

months

from the car park deck to tenant fit-out, GIEAG Gerlingen, near Stuttgart.

Selected projects

ONE Frankfurt



Hotel and office tower, 49 floors

Alte Post Vienna



67,600 m² with homes, offices and a hotel

Semiconductor fab Villach



60,000 m² production hall with cleanroom

FAIR Darmstadt



Particle accelerator, heating and cooling systems

Pharma plants Europe



Pharma and biotech GMP plants

Key people

Dennis Lenhard

Managing Director

Last Planner System implementation in more than 50 design and construction projects

Specialist for digital lean systems

Process management background (lean production, ISO 9001)

SELECTED PROJECTS

16 MW data centre, Frankfurt

Edge data centre, Germany

Semiconductor fabs, Austria and Germany

Sharuga Vigneswaran

Senior Lean Consultant

Program lead of the VDI 2553 expert training and member of the Last Planner System expert group, German Lean Construction Institute

Certified Lean Coach VDI 2553

Facilitator of large teams and workshops

SELECTED PROJECTS

Heart centre of a university hospital

Trade fair halls, construction and commissioning

Technical innovation centre

Yann de Oliveira

Lean Consultant

Facilitates the weekly lean meeting system on a data centre site

Integrates subcontractors into pull planning and lookahead

Works in English with international project teams

SELECTED PROJECTS

16 MW data centre, Frankfurt

Typical scope of an engagement

MODULE	WHAT WE DO	WHAT YOU RECEIVE
1 Teach the methods	Lean simulation with the project team, Last Planner System training, optional certification under VDI 2553	A shared language, trained key people
2 Set up the Last Planner System	Overall process analysis, milestone and phase plan, meeting system, rules and roles, constraint log	A working system, agreed by everyone who delivers
3 Accompany the project	Weekly facilitation on site and remote support in between, coaching of the leads, through to the last milestone	Reliable weekly commitments, early warning, reports to leadership
4 Digital or analog	Digital lean boards or analog boards on site, also working in your tools	One plan everyone can see and update

Scope, rhythm and duration are fitted to your programme. We stay with the team through to the last milestone.

5 MISSION-CRITICAL FACILITIES

Data centres and semiconductor fabs

PROJECT	FACILITY	PHASE	OUR ROLE
Data centre, Frankfurt	16 MW data centre	Execution	Last Planner System, weekly lean meetings, subcontractor integration
Edge data centre, Germany	Client confidential	Construction, final phase	Lean training, Last Planner System, meeting rules and roles, weekly pull plan reviews
Semiconductor fab, Villach	60,000 m² production hall with cleanroom	Tender to execution	Lean in design and construction
Semiconductor production, Germany	Client confidential	Construction	Last Planner System, takt planning, coaching

5 MISSION-CRITICAL FACILITIES

GMP plants, hospitals and research

PROJECT	FACILITY	PHASE	OUR ROLE
Pharmaceutical plants, Germany	GMP production, clients confidential	Front end design to qualification	Last Planner System, constraint management, daily trade coordination
Biopharmaceutical plant, Germany	Client confidential	Construction and commissioning	Last Planner System
Pharma production facility	New plant and extensions, with the general designer Pharmaplan	Design	Project structure, short lean meetings facilitated by PLACE
University hospital, Germany	Heart centre	Design to construction	Last Planner System, digital lean system, training
FAIR, Darmstadt	Particle accelerator, heating and cooling systems	Construction	Weekly Last Planner System with the M&E contractor and its subcontractors

Commissioning and handover processes are planned with the same method.

IN EUROPE

On site in German-speaking countries

Offices in Cologne and Stuttgart

Projects in Germany, Austria, Switzerland and Luxembourg

German and English in the meeting, English as the working language with international teams

UAE AND GULF

Delivered from Germany

Workshops and the launch happen on site

The weekly lean meetings by video in between

We have no office in the region

6 SAMPLE DELIVERABLES

What your team receives

01 Weekly lean rhythm
Who does what, and by when, in the week around the lean meeting

02 The 90 minute lean meeting
The agenda that turns the plan into commitments

03 Lean meeting rules
Nine rules on the wall, the same in every meeting

04 Subcontractor preparation guideline
What prepared means, and who to send

05 Package manager prep sheet
One sheet per package before the weekly check-in

06 Readiness brief
Is the focus milestone ready for the meeting?

07 Weekly lean report
Plan reliability, reasons for variance, constraints, milestones

08 On request
Samples of each sheet, a milestone and phase plan, an overall process analysis

CONTACT

How an engagement starts

First

A conversation

You describe the project and its milestones. We say plainly whether we can help, and how.

Then

A shared picture

Everyone who delivers maps the process and builds the milestone and phase plan.

Every week

To the last milestone

We facilitate the weekly lean meeting and report to your leadership.

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