

LC-MPBI

Country Lead Method Guide

Running a national Lean Construction market-penetration study
using the German model (KIT & GLCI 2025)

Version 0.9 · Working draft for Country Leads
Lean Construction Market Penetration Benchmarking Initiative

This guide distils the three-phase method used in *Lean Construction in Germany – Study on the Status Quo of Diffusion and Application* (John et al., 2025). It is written for national Country Leads who will adapt the instrument locally while keeping core metrics comparable across countries.

1. Purpose and principles

LC-MPBI enables every national Lean Construction community to produce a comparable picture of adoption, maturity, and impact. Germany 2025 is the reference design. Other countries adapt the method; they do not reinvent the metrics.

Principles

- **National ownership** — timing, language, and extra local questions stay with the Country Lead.
- **Core metrics locked** — maturity stages, share of projects, phases of application, and basic company profile stay the same so results can sit on one dashboard.
- **Light enough to run** — a small team can complete the study without a full research institute.
- **Transparent** — headline figures go on the LC-MPBI board; full reports can be published nationally or at IGLC.

2. Overview of the three phases

The German study used a sequential design. Phase 1 finds the companies; Phase 2 deepens understanding; Phase 3 quantifies the picture nationwide.

Phase	What you do	Typical output
1. Industry scan	Systematic search for organisations that apply or promote Lean Construction	National list of Lean companies (and related actors)
2. Practitioner interviews	Semi-structured interviews with experienced practitioners (optional but recommended)	Qualitative insight; refined local survey wording
3. Nationwide survey	Standardised questionnaire to all identified Lean companies	Comparable headline figures + optional national report

In Germany: Phase 1 identified 451 Lean companies; Phase 2 comprised 15 interviews; Phase 3 returned 97 completed questionnaires (22% response).

3. Phase 1 — Industry scan

Goal: build a defensible list of organisations in your country that show evidence of Lean Construction application or promotion. The list becomes the invitation frame for Phase 3.

Suggested search sources (adapt to your country)

1. Membership lists and congress attendees of the national Lean / LCI body (if any).
2. Structured web search of company sites for Lean Construction terms (and local-language equivalents).
3. Job advertisements mentioning Lean Construction, Last Planner, Takt, LPS, etc.
4. LinkedIn / professional profiles of practitioners and firms.
5. Conference programmes, training providers, software vendors, and university groups.
6. Existing directories, government registers, or prior academic lists.

Record at least: organisation name, role in the value chain (owner, designer, contractor, supplier, consultant, other), evidence source, and contact if available. Separate “Lean companies” (application in projects) from pure training or software providers if useful. Do not aim for perfection — a transparent, multi-source list that can be updated is enough.

4. Phase 2 — Practitioner interviews (recommended)

Goal: understand how Lean is actually applied, what maturity looks like on the ground, and which local terms or barriers matter. Insights feed the design or adaptation of the Phase 3 questionnaire.

Practical tips

- Target 8–15 interviews with experienced practitioners across roles and maturity levels.
- Use a semi-structured guide (themes, not a rigid script). Keep interviews to 45–60 minutes.
- Themes: practices used, project phases, organisation of application, maturity self-view, barriers, outcomes, perception of the national market.
- Phase 2 is optional if capacity is limited, but strongly recommended before a first national survey.

5. Phase 3 — Nationwide survey

Goal: quantify adoption, maturity, and related patterns among the companies identified in Phase 1. Invite all of them. Report response rate honestly.

Core metrics (locked — do not redefine)

These items must appear in every national survey so results remain comparable:

- **Five maturity stages** — self-assessment against the shared definitions below.
- **Share of construction projects using Lean** — e.g. <10%, 10–25%, 25–50%, >50%, all.
- **Project phases** in which Lean is applied — planning, execution, or both.
- **Company profile basics** — role in the supply chain, size, years applying Lean.
- Optional but valuable: practices used, barriers, perceived outcomes (keep wording close to the German instrument where possible).

National questions may be added freely. Core metrics must not be removed or redefined.

Five maturity stages (shared definitions)

Stage 1 — Informed

The organisation has informed itself about Lean Construction and/or built capability, but has not yet implemented concrete measures in practice.

Stage 2 — Piloting

Initial integration of Lean practices in a few construction projects.

Stage 3 — Selective standard

Standard application of Lean practices in some projects, but without company-wide use.

Stage 4 — Majority of projects

Standard application of Lean practices in the majority of the organisation's construction projects.

Stage 5 — Culture & strategy

Beyond standard application in project delivery, the Lean approach is embedded in the organisation's strategy, structure, and culture.

Source: adapted from the orientation text used in the German 2025 survey (John et al.).

6. Operational checklist for Country Leads

1. Register as Country Lead via the LC-MPBI registration form.
2. Download this Method Guide and the current Survey Template.
3. Complete Phase 1 (industry scan) and store the list securely.
4. (Recommended) Run Phase 2 interviews; adjust local wording only.
5. Translate / adapt the survey; lock the core metrics; pilot with 2–3 friendly firms.
6. Launch Phase 3; send reminders; close the survey with a clear end date.
7. Analyse headline figures; fill the LC-MPBI Results Template.
8. Submit headline figures to the coordinator for the live dashboard.
9. Optionally publish a national report and/or an IGLC (or equivalent) paper.

7. Ethics and data handling

- Inform respondents about purpose, voluntary participation, and how results will be used.
- Report only aggregated figures on the public LC-MPBI dashboard.
- Keep company-level responses confidential; store data according to your national rules.
- Credit the German reference method (John et al., 2025 / KIT & GLCI) when you publish.

8. What to submit to LC-MPBI

Minimum for the dashboard: country name; status (Studied / Published); number of Lean companies identified (Phase 1); survey responses and response rate; distribution across the five maturity stages; share of projects using Lean (summary); and a short note on method deviations if any. Use the Results Template (when available) so figures land in a consistent shape. Full national reports remain under national ownership and can be linked from Resources.

9. Key references

John, P.C., Niederprüm, K., Maier, E. & Haghsheno, S. (2025). *Lean Construction in Germany – Study on the Status Quo of Diffusion and Application*. KIT & GLCI. DOI: 10.5445/IR/1000189534

John, P.C., Niederprüm, K., Maier, E. & Haghsheno, S. (2025). *Lean Construction in Germany – Empirical Findings on the Current State of Practice*. IGLC 33. DOI: 10.24928/2025/0167

LC-MPBI live site: <https://lc-mpbi.vercel.app>

This is a working draft for Country Leads. Feedback to the LC-MPBI coordinator is welcome. Core metrics and maturity definitions should only change through a coordinated decision of the steering group.