Efficient on-site construction: - learning points from a German platform for housing

Purpose – This research aims to analyse the implementation of a German platform for housing projects through a successful case on modern methods of construction featuring efficient on-site construction. Through continuous development, the platform has been carefully designed to suit a carefully selected market – optimising cost and value. Based on the platform, the company has managed to create a high-quality product at low cost. In fact, they have managed to reduce costs by more than 30 per cent, enabling the company to sell houses to people that normally would not be able to afford a house of their own. Design/methodology/approach – The paper adopts a case study approach combining a qualitative collection of empirical material with an analytical framework drawing upon classical modelling techniques for development of product platforms. Findings – The paper identifies some central learning points from the German platform such as: platform does not imply that “off-site manufacturing” is the most optimal production method, rather it is a matter of handling complexity; strong commitment and loyalty from the whole organization is needed; importance of having a specific customer focus (target costing); and incremental rather than radical innovation. Originality/value – The findings challenge the predominant understanding of industrialisation of the construction processes, illustrating how substantial improvements can be achieved through platform thinking, on-site production and traditional construction practices.

General information
Publication status: Published
Organisations: Planning and Management of the Built Environment, Department of Management Engineering, Operations Management
Contributors: Thuesen, C. L., Hvam, L.
Pages: 338-355
Publication date: 2011
Peer-reviewed: Yes

Publication information
Journal: Construction Innovation
Volume: 11
Issue number: 3
ISSN (Print): 1471-4175
Ratings:
BFI (2011): BFI-level 2
Scopus rating (2011): SJR 0.271 SNIP 0.448
ISI indexed (2011): ISI indexed no
Original language: English
DOIs:
10.1108/14714171111149043
Source: orbit
Source-ID: 280643
Research output: Contribution to journal › Journal article – Annual report year: 2011 › Research › peer-review