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## Lee Kennedy Co. uses Lean building to expedite delivery of Envoy Hotel Boston

July 17, 2014 - Construction Design & Engineering

Lee Kennedy Co. is incorporating Lean building practices into the planning and management of the new Envoy Hotel construction. This 136 key luxury boutique hotel, owned by Norwich Partners, with Colliers International acting as the project manager, is located at the gateway to the city's historic Seaport District and is scheduled to be completed in the spring of 2015. Lean practices are being used by the team to ensure a cost effective and timely delivery of the hotel in order to capitalize on the growing hospitality market within the district as well as the city. "The implementation of Lean Construction on the Envoy Hotel Boston has had a clear impact on the project, ultimately saving the client time and money," said Lee Kennedy, president and CEO.

Prior to the start of construction, the LKCo team compiled a list of all of the anticipated challenges associated with the project. Some of these included building on a very small site, difficult trucking access, a relatively complex exterior facade system, elaborate interior finishes and a demanding schedule. The team tailored their goals for Lean implementation to include streamlining and optimizing work sequencing and subcontractor coordination, site and building logistics, project safety and quality control. They then divided the building construction sequence into several key elements that included foundations, superstructure, facade and interiors. The major subcontractors involved in each of these areas participate in regular pull planning sessions as well as weekly work planning sessions. These sessions establish the sequence and timing of the team members and review and evaluate the progress of each of these divisions and subcontractors. As part of these sessions, the subcontractors outline each step required to complete their work which includes not only their work but that of other subcontractors. The sessions foster a constructive dialog between trades allowing them to present specific issues and challenges as well as possible resolutions ahead of the installation. They also allow for a more comprehensive understanding of the project at the trade level. LKCo project personnel regularly monitor the progress of the work elements and adjust the plans as required. The interactive and collaborative nature of these sessions is resulting in better project wide communication and smooth project execution.

The LKCo team is encouraged by the early results and the project is on track to finish ahead of schedule.

New England Real Estate Journal - 17 Accord Park Drive #207, Norwell MA 02061 - (781) 878-4540