

The background of the slide is a composite image. It features a city skyline at sunset, with a warm orange and red sky. Two large construction cranes are visible against the sky. Overlaid on the cityscape is a blue digital grid pattern, similar to a circuit board or a data network, with glowing orange and red nodes and lines. The overall aesthetic is futuristic and technological.

Breaking traditional value chains – customer centricity is the key

› How to empower the Industrialised Construction approach

Coventry | July 02, 2025

Porsche Consulting

Porsche Consulting

100%

Porsche

8

Industries

950

Employees

20 Y

Construction



GOLDBECK

BEHRENDT



ZÜBLIN

WESTAG



MEYER

KLEUSBERG



PIRCHER



TEN
BRINKE.



VIESMANN

KNAUF



ADMARES



fischer



Turner

BAUWENS

WeberHaus
Die Zukunft leben

geiger

HASKAMP



STRATEGIC



OPERATIONAL

STRATEGY & IMPLEMENTATION

MODULARISATION

COST & VALUE ENGINEERING

LEAN CONSTRUCTION

TECHNOLOGY SCOUTING

SMART FACTORY

BIM

SUPPLY CHAIN

DIGITAL TRANSFORMATION

PERFORMANCE & VALUE CREATION

DECARBONISATION

ORDER-TO-DELIVERY



Construction industry is currently facing huge challenges



>830 thsd.

HOUSING NEED

Number of missing apartments
in 2027



84.3 %

URBANIZATION

Share of urban population
2020-2050



+550 %

SUSTAINABILITY

Number of DGNB certifications
2015-2020



+20 million

AGING STOCK

Apartments are subject to renovation
2023-2034

More
Faster
More flexibel
Sustainable

+
Economic
Attractive

Growing number
of regulations

Climate-damaging
CO₂ footprint

Low degree
of digitization

CONSTRUCTION INDUSTRY

Under Pressure

UNDER CONSTRUCTION

UNDER CONSTRUCTION

Increasing shortage
of skilled workers

Fragmented
value chain

Low degree of
industrialisation

Rising energy &
material costs

RETHINKING REQUIRED

Scalability or From Project to Product

“Not like
that!”



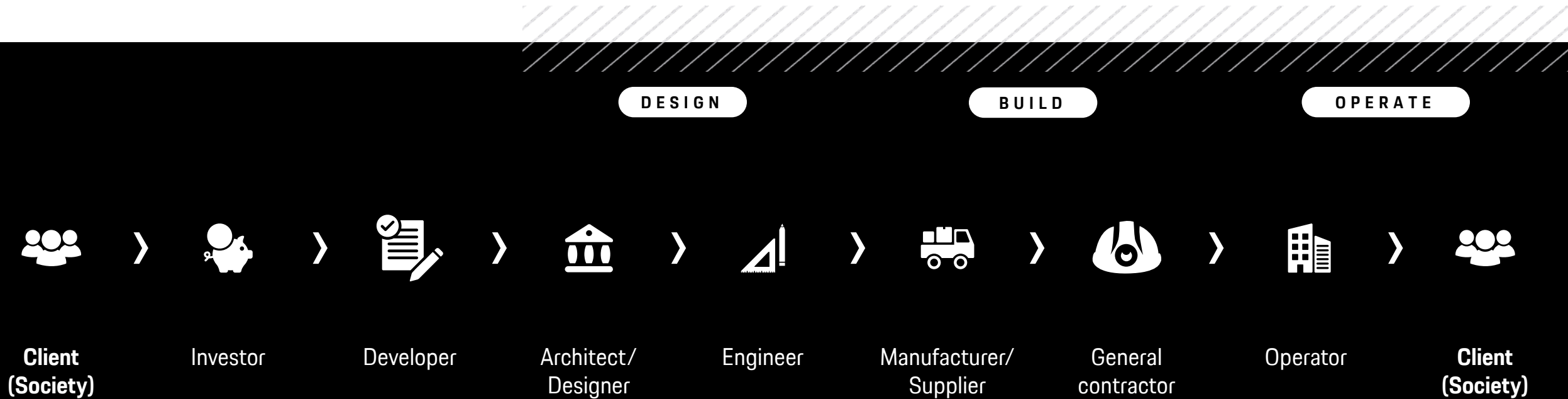


« “Maybe
like this” »





Traditional value chain





Where's the catch?

PROBLEM

System not suited
to providing the best
overall solution

01
➤ **SILO THINKING**

02
➤ **DESIGN-BUILD GAP**

03
➤ **MARGIN-RISK SPREAD**

SOLUTION

Disrupting the value chain

INCREASE ATTRACTIVENESS

WHAT?

Knowing customer requirements



WHAT?

Knowing customer requirements
INCREASE ATTRACTIVENESS

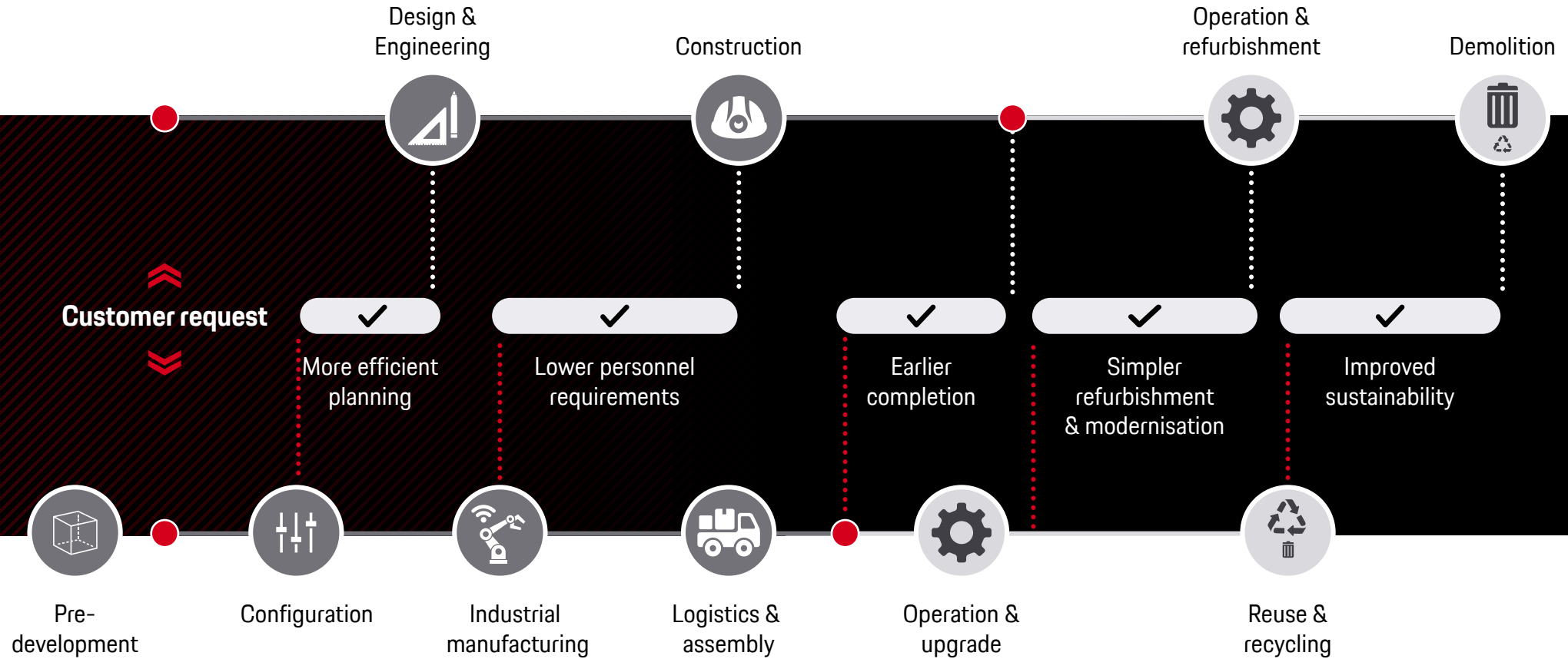
WHY?

Understanding customer needs



Configure-to-Order - disruptive and effective

PROJECT-ORIENTED ENGINEER- TO-ORDER



PRODUCT-ORIENTED CONFIGURE- TO-ORDER

Levers



01

Portfolio

Develop products and services
with relevant added value for
customers

02

Customer experience

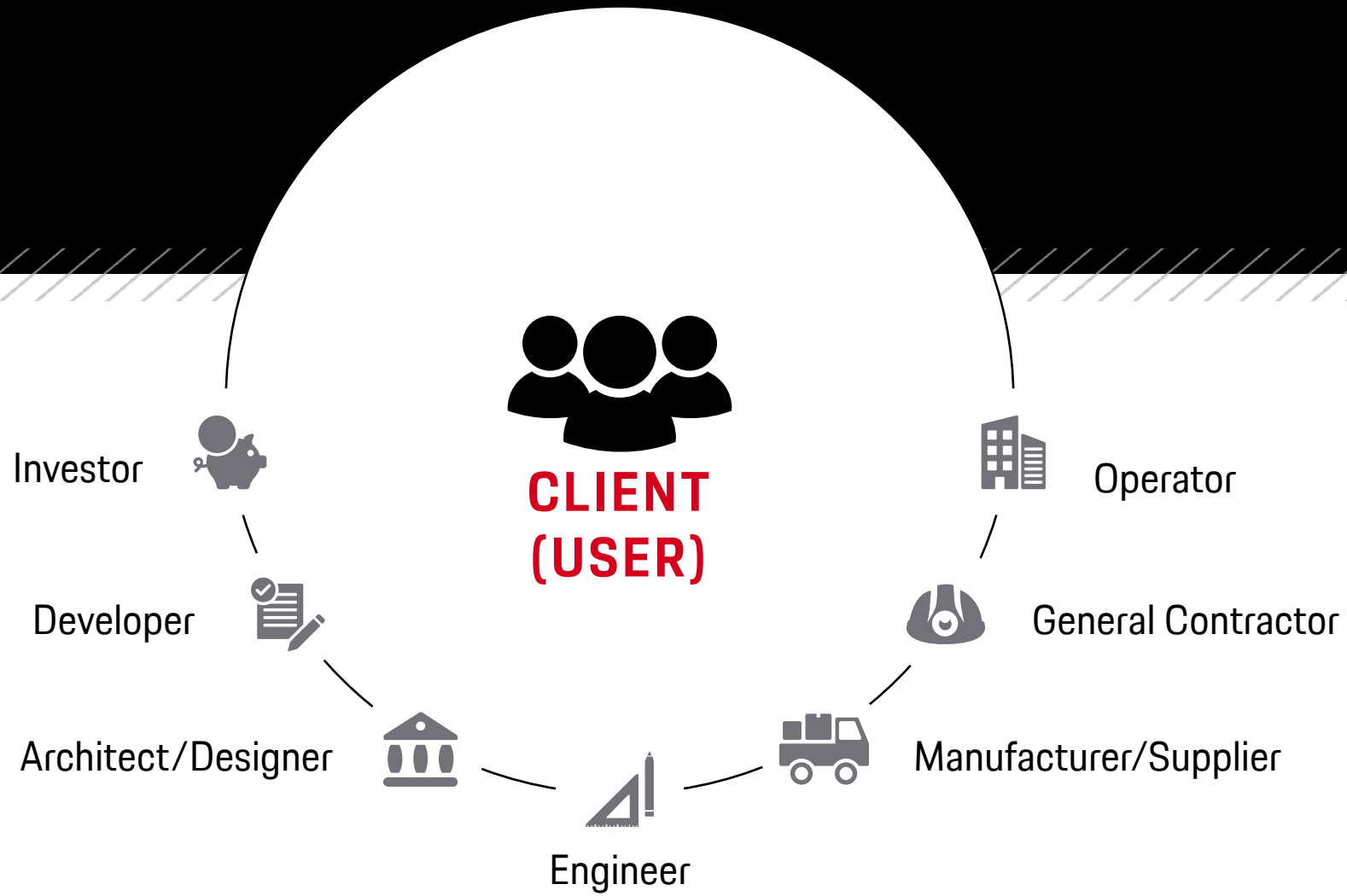
Enable seamless collaboration
through simplicity, loyalty, and
integrated solutions

03

Cost efficiency

Knowing and managing
customer's price point and
enhancing efficiency

New value chain



HOW?

Industrialised construction

ID&C

Industrialised design
and construction



DESIGN

Pre-development
& Configuration



DELIVERY

Manufacturing &
Assembly



Strategy &
ambition



Product
strategy



Supply
chain



Data &
systems

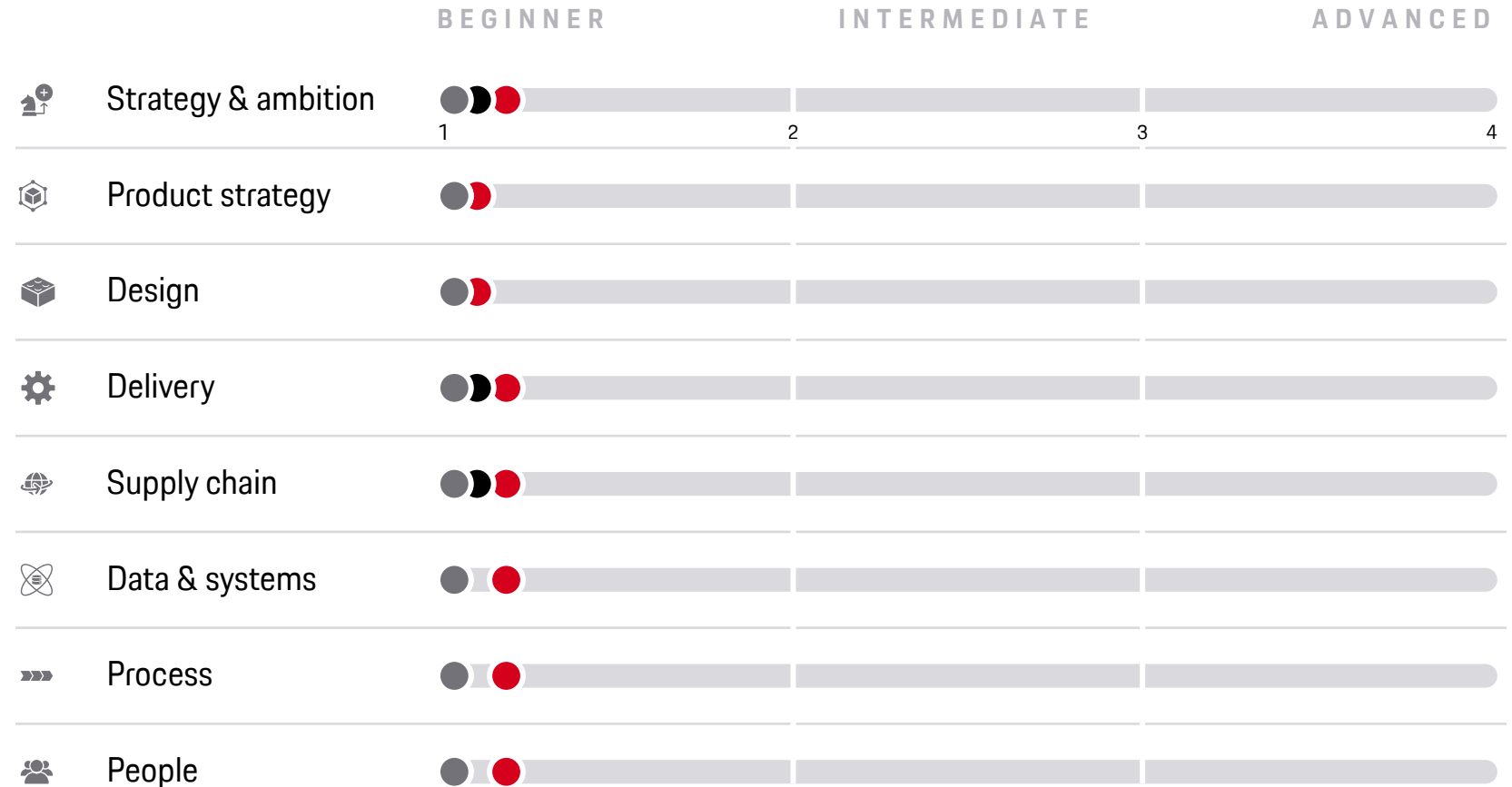


Process



People

How does the current stakeholder perform?



● Developer ● Architect/ Designer & Engineer ● Manufacturer/ Supplier & Constructor

Success (re)positioning



Investor



Developer



Architect/
Designer



Engineer



Manufacturer/
Supplier



General
contractor



Operator

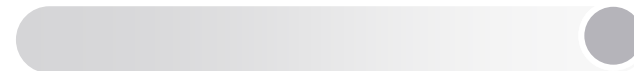
GOLDBECK



 **Instone**
Group



Premier Inn 



Results

< 15 % cheaper

< 40 % faster

< 10 % higher value for money



100 %
successful projects

Take-aways



Transformation and disruption

of the current value
chain are essential



Understanding customer needs

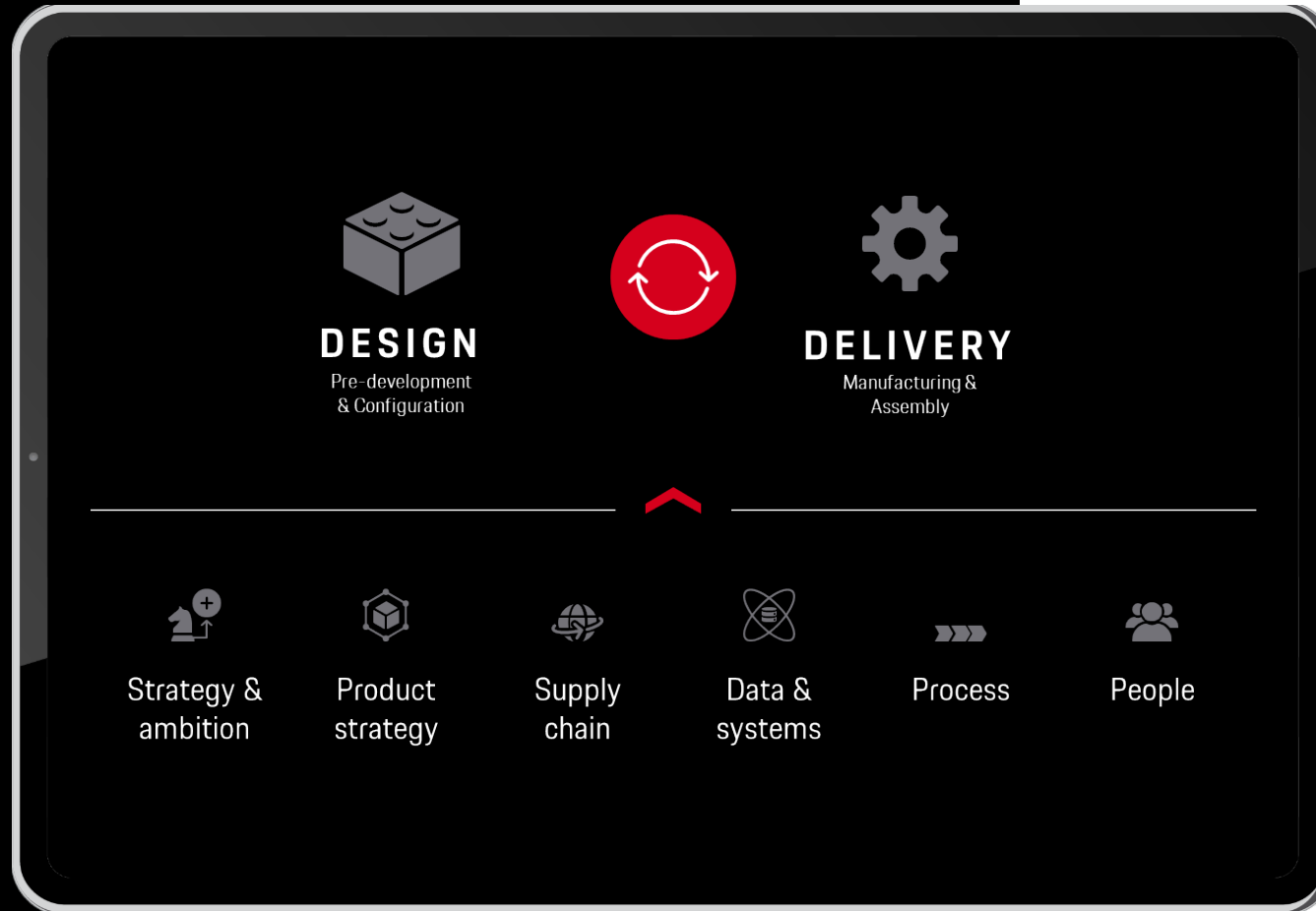
is key to offering products
with real added value



New rules and business models

are needed for industrialised
design and construction

Where do you stand?



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