



BuildSG LEAD Exchange

# Lean Construction Implementation



23 June 2026 | 3pm to 5pm | BCA Braddell Campus

## PROGRAMME OUTLINE

TIME	PROGRAMME
3.00pm	<b>OPENING AND WELCOME REMARKS</b> Ar. Kok Su Ming, Managing Director, BCA Academy
3.05pm	<b>KEYNOTE PRESENTATION</b> <b>Building the Future: Integrating Lean, Data and Digital Technologies for Better Project Delivery</b> Mikko Kuusakoski, CIO, Jatke Finland
3.35pm	<b>Sharing of Lean Construction Implementation Experience and Insights by Panellists</b> <ul style="list-style-type: none"> <li>• <b>Paz Arroyo</b>, Senior PM &amp; <b>Chris Dierks</b>, Lean &amp; Healthy Teams Leader, DPR Construction</li> <li>• <b>Tony Jacob</b>, Director &amp; Principal Consultant, Constask Management Solutions LLP, India</li> <li>• <b>Dan Affassi</b>, Lean Lead, Gammon Construction Limited, Singapore</li> <li>• <b>Dr Gao Shang</b>, Senior Lecturer, University of Melbourne</li> </ul>
4.15pm	<b>PANEL DISCUSSION</b> <b>Making Lean Work: Implementation Insights from Industry Leaders</b> Moderated by <b>Teoh Lai Xing</b> , Senior Manager, Strategic Engagement Group, BCA
5.00pm	<b>END OF LEAD EXCHANGE EVENT</b>

## KEYNOTE PRESENTATION



Keynote Speaker  
**Mikko Kuusakoski**  
CIO, Jatke,  
Finland

### Building the Future: Integrating Lean, Data and Digital Technologies for Better Project Delivery

In this keynote, Mikko Kuusakoski shares insights from Finland's construction industry on how Lean thinking underpins effective digital transformation. Moving beyond tools, the presentation explores how Lean principles, including flow-based planning and Takt production, combined with data and digital technologies, improve coordination and enable more predictable project delivery. Drawing on real project experience, Mikko highlights how integrated planning and data-driven decision-making enhance performance and reliability, as well as the leadership and capability shifts required to transform construction delivery systems.

**Mikko Kuusakoski** is CIO of Jatke, where he leads digitalisation and data-driven management to improve project delivery and operational performance. With over 15 years of experience spanning construction, real estate, analytics, and IT, he focuses on integrating digital technologies with Lean construction principles to enhance production planning, workflow transparency, and decision-making. He also serves as Chair of the Digitalisation Group of the Confederation of Finnish Construction Industries RT, advancing industry-wide digital transformation across Finland's construction sector.

## PANEL DISCUSSION



**Paz Arroyo** is Senior Project Manager at DPR Construction, having previously served as Quality Leader where she advanced Lean Construction practices and a culture of quality across complex projects. She holds a PhD in Civil and Environmental Engineering from UC Berkeley, with expertise in collaborative decision-making and Lean methodologies, particularly Choosing By Advantages (CBA). She is widely recognised for her contributions to Lean decision systems, structured decision-making, and quality management in the AEC industry, and is a frequent speaker and author of Building Decisions.

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**Chris Dierks** is the Lean & Healthy Teams Leader for DPR Construction. He earned a degree in Construction Science and Management from Kansas State University and has over 28 years of industry experience on a wide range of technically challenging projects in a variety of leadership roles.

Chris' passion is working with teams, both during design and construction, to develop a Lean Mindset in conjunction with the implementation of the right processes to help drive collaboration, better decision making and bring more value to project delivery in its entirety.

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**Tony Jacob** is a Lean Project Management Consultant with over 24 years of experience in the construction industry. He is an international speaker and co-author of the book Lean Construction for Superior Project Performance. Tony has worked with organizations across India, the Middle East, and Southeast Asia, helping improve project delivery, productivity, and performance through Lean and project management practices. He also delivers masterclasses and is an authorized trainer for Lean Construction and Project Management certification programs.

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**Dan Alfassi** is a Senior Capital Projects Executive with over 14 years of experience delivering complex infrastructure across the Asia-Pacific region. As the Lean Lead at Gammon, he specializes in bridging the gap between rigorous commercial contracts, specifically NEC4, and physical site execution. Dan is a recognized market authority in delivery certainty, building human-centric Lean frameworks that eliminate site friction and align Developers' CapEx demands with Tier-1 contractor realities. He also serves as the Vice President of the Lighthouse Club Singapore, driving grounded, cross-industry collaboration across the Asian Built Environment.

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**Dr Gao Shang** is a Senior Lecturer in Construction Management at the University of Melbourne, where he has taught since 2017. His teaching spans postgraduate courses in Lean Construction and Management Systems for Construction, as well as undergraduate teaching in Measurement of Building Design. His research focuses on construction management, particularly Lean Construction, a field he first encountered in 2006 while pursuing an MSc in Construction Management at Loughborough University. He later earned his PhD from the National University of Singapore under Professor Low Sui Pheng, with research on implementing the Toyota Way in large construction firms in China. Dr Gao is also co-author of Lean Construction Management the Toyota Way, the first book to apply Toyota Way practices specifically to construction. Before Melbourne, he taught at the University of Newcastle's Singapore campus, contributed to SIM University and BCA Academy, developed BCA's Special Diploma in Lean Construction, and consulted for major firms across China, Singapore, and Australia.

## ACCESSING THE PRESENTATION MATERIALS

In keeping with our green and sustainable practices, presentation materials can only be accessed via online.



The presentation materials will be available for downloading from **26 June to 15 July 2026**.

Please logon to <https://go.gov.sg/leadexchange-slides> or scan QR code to access the presentation materials.



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[www.bcaa.edu.sg](http://www.bcaa.edu.sg)