



KVL
for better results

**STAKEHOLDER
REPORT
2017/18**

ANALOGUE & DIGITAL

KVL

for better results

«NOTHING SAYS IT

LIKE A LETTER»



DEAR READERS,

a sweeping wave of digitalisation has been coming for the real-estate industry for a long time. Surveys not only find a greater awareness for the necessity of digital processes in order to be competitive, but also a greater familiarity with new instruments, e. g. those that use artificial intelligence. Digital data platforms play a central role in this: They replace the file cabinets and archive halls of the analogue age and combine the drawing boards of all planners in a 3-D environment.

Whether a digital process is able to take a hold in the business process can be predicted from whether it has become established in people's personal lives. Smartphones, tablets, social-media platforms etc. have been able to make inroads the way they did because they have one decisive consequence: They mirror the speed and interconnectedness of our society, in many instances making life simpler, and thereby more pleasant. Nonetheless, digital developments should also be scrutinised with a critical eye, and one ought not forget that the basis of the building industry remains in the crafts – the epitome of the analogue world. With the right strategy however, the positive aspects can also be transferred to the real-estate industry.

In our new Stakeholder Report, we would like to show to you a future that will be both digital and analogue – a future in which our way of working, our approach to projects, and our way to communicate rest on both pillars. Be it new tools like BIM, or analogue publications whose pages are being turned in the 5th edition like our Construction Project Management manual – they all have their place. And please do not forget – it's always good to talk. If people stop talking face to face, then the latest technology won't help them either.

HAPPY READING!

Sven Seehawer

Managing Partner
KVL Holding

Prof. Dr. Markus G. Vierung

Managing Partner
KVL Holding

Prof. Dr. Bernd Kochendörfer

Managing Partner
KVL Holding

HIGHLIGHTS



TO NEW SHORES!

KVL GOES WEST

Those who have observed our company for a while know that we've traditionally been drawn east – Middle or Far East; we've always been very positive about going in that direction. Our westernmost location used to be Düsseldorf, Germany. Now we are doing the leap across the Big Pond – because we go where we are needed, where there is opportunity, and where we see potential. Great potential came in the form of our partner Miguel Rosales, with whom we founded the company KVL Consult Latam SAC in Lima, Peru, last year. KVL Latam is active in Peru, Bolivia, Ecuador, and Columbia. We look forward to new cultures, new experiences, and new projects. On page 15 you may see where in the world you can find us.



KVL CARES

HELPING THE HELPERS

Last November, the "Hauptstadt e. V." initiative held the awards ceremony for the 10th Capital City Award for Integration and Tolerance at Deutsche Bank AG in Berlin. In addition to Siemens and others, the KVL Group was one of the sponsors. We had the honour of donating the 2nd prize (10,000 euro) that was awarded to the Deutsche Filmakademie (German Film Academy) for its project "Mix it!", in which young people, some of whom are refugees, collaborate to make a short film. We are happy to be able to support people with our work who made it their life's mission to help others.



KVL MUNICH

DOUBLE UP!

For 5 years, KVL Munich's managing director Matthias Werner has enjoyed the steady growth of his company. Scarcely opened for business, the company's new offices have already become too small. The daily responsibilities grow along with the company. We are therefore happy to announce that, after long and finally successful search, Frank Brühmann has joined Matthias Werner in 2017 as a second managing director to master the upcoming tasks. Frank Brühmann graduated in architecture and served as the head of our Munich project management office. Among other projects, he oversaw the renovation of Bellevue Castle and the expansion of the German embassy in Kabul. This makes him an excellent complement to Matthias Werner and helps him function as a contact for the public sector, both nationally and abroad.



FRANKFURT RELAY BATON

CHANGE REMAINS!

From April 2018, Dr. Steffen Schmitt will be supported in the management of KVL Frankfurt by Mr Peter Lohmann. Michael Rieckenberg passes the baton and changes from KVL to the investment side to dedicate his time to his own exciting projects. In Peter Lohmann, we gain a partner who, with ten years of experience as a senior project manager in systems engineering at the Westinghouse Electric Company, is a great addition to the KVL pool of expertise. The construction engineer and KVL have fruitfully crossed paths on several occasions in the past. It was only a question of time until things came full circle and he joined the KVL managing board.



KVL LAB

KNOWLEDGE AND METHOD

We've always placed a high emphasis on training and further education for our employees. In 2017, we decided to make our seminar programme a little more systematic – and we also gave it a name. The KVL LAB was born! The KVL LAB is a training academy that all employees attend according to their individual needs and previous education, to ensure that all KVL employees have the same basic knowledge and that the exchange between sites and projects will be even smoother. At KVL, quality management doesn't stop at unified font sizes and templates – it's about deepening our employees' understanding of how to execute a project successfully.



INTELLECTUAL LEADERSHIP

COMMITMENT IS APPRECIATED!

Our goal is to provide intellectual leadership. We do this by hosting lectures and presentations on weekends, by travelling abroad for education and work projects, and by poring over publications for weeks on end – long story short: It takes passion to do these things. For his commitment and "in appreciation of his outstanding scientific achievement", Dr. Markus G. Viering has been awarded an honorary professorship by the Technical University of Berlin in 2017. We congratulate him with all our heart and are happy to learn that his commitment to Real Estate Management studies and the Central Institute in El Gouna, Egypt, as well as in many other places, have been recognised in such a special way.



KVL HAMBURG

OFFICE WITH A VIEW

What can you do if you just keep growing? That's easy: Keep growing! Seven years after KVL Hamburg's founding, we are now changing location for the third time. However, this time we are planning for growth, as we neither plan to stagnate nor to give up this wonderful new address. Our office is now only one block away from the Inner Alster Lake – a central location that's easy to reach for all our guests and partners thanks to good traffic connections. Come and see for yourself – we are looking forward to your visit!

ANALOGUE

YOU DON'T HAVE TO BE OLD FASHIONED TO STILL WRITE BOOKS.

While short messages on Twitter and Instagram are all the rage, they are inadequate as a means for sharing knowledge with students and professionals, or for making convincing arguments for unorthodox approaches and innovative processes. We put our experience to paper!

Our publications

THEORY

Transferring hands-on experience into theory to excite young students, as well as old hands who've retained their curiosity – that's what we do our research for! Our 5th-edition construction management manual includes the current PS scope of work of BIM projects, as well as new contents on Lean Management.



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PRACTICE

We represent a combination of theory and practice. To avoid having to keep reinventing the wheel, we bundle practical experiences and our theoretical knowledge in self-published documents based on the principles of knowledge management.

DIGITAL

SHOW MORE ONLINE THAN JUST REFERENCES AND PROJECTS

Personality plays an important role in company relationships. If you plan to trust your project to the hands of a project manager, you want to see more than just letters of reference. You want to know who you are dealing with – what kind of culture, what values, and which attitudes the new partner represents. This is why the new KVL website is more than just a digital business card.

«TODAY, SHOWING
OURSELVES IS AS IMPORTANT
AS TO OFFER SOLUTIONS»



TO PRESENT YOURSELF TO THE OUTSIDE WORLD, YOU NEED TO UNDERSTAND YOURSELF FIRST.

What's important to us: KVL is more than the sum of its projects. We are a collection of individuals shaped by personal experience who together shape the overall character of KVL as a company. We want to represent our unique identity in all its varied forms on our new website. Our goal isn't just to give you an idea of our projects, competences, and capabilities, but also to give you a thorough impression of ourselves and our employees. A design consultancy specialized in strategic corporate and value communications helped us hit the mark.

As with any introspective process, the basis for our target definition was a values and positioning workshop in which we redefined and specified our core values and messages using interactive tools and the method of value communication. The designers then transferred the output into a design concept. The result is a successful mix of project, company, and employee presentation that not only presents KVL to the outside world but is a perfect, authentic representation of who we are.

We would like to thank the consultancy and design team at SHORT CUTS GmbH design + kommunikation in Berlin, Germany.



kvlgroup.com

KVL MEETS HADI TEHERANI



Hadi Teherani – born in Tehran, raised in Hamburg – is one of the most renowned German architects and designers. His design work covers not only buildings of all types and sizes, but also the matching product design. This complex, interdisciplinary, formal and functional ambition is unique. Many of these projects define not only their locations but act as landmarks for entire cities or metropolises. Hadi Teherani and KVL as a construction manager work on several projects, for example residential and commercial buildings at the Berlin Humboldthafen (under construction) and the Deutschlandhaus in Hamburg (in planning).

We had the opportunity to do the following interview with Hadi Teherani:



Hadi, what annoys you about project managers?

You can't generalise this. Of course, project managers can be bothersome for an architect. However, in the end it is their job to stay within the budget, keep deadlines, and manage the construction project. Things become difficult only if a project manager doesn't understand architecture, because understanding architecture is necessary to have concept of a project's character. A project manager who is unable to do that and looks only at deadlines and budgets is an annoyance. However, as in other industries, there are different types.

There are many young employees working in our two offices. What do you like about your young colleagues, and what would you like to see more of?

In general, I find it refreshing to work with young people. However, if a young colleague who is on their first project wants to lecture me, who has finished about 200 buildings, then I wish for a little restraint, respect for my experience, and a more holistic way of looking at things.

You were born in Tehran and grew up in Hamburg. We started out in Berlin and opened an office in Tehran three years ago. How can we become as successful there?

By doing a good job and playing the market well. There is a lot of projects lacking good management. However, you need to adjust to local conditions. For example, the way people negotiate in Iran is completely different. It all starts with exchanging pleasantries. The time remaining for the actual negotiation may be relatively short. A project manager who is used to ticking off the items on the agenda one after another will

be confronted with a completely different approach. However, with a little bit of cultural adjustment, the expertise from here and a good cultural foundation over there, fast growth will definitely be possible.

Why do we build so much mediocrity in our cities? Do we lack courage, or is that simply reflective of our lives?

This has several reasons. Most construction projects are awarded in competitions. This usually prevents the worst, but often also the best. Instead of building a city's unique character, the result is bland mediocrity. Another point is that cities work in great detail, with zoning plans developed by urban planners and the cities' own teams at the negotiating table. These plans are often over-specific. Architects who would like to do more complex work do not have the freedom to develop a property creatively and independently. The regulations are simply too narrow. While this does help to prevent the worst, it also tends to exclude the most powerful and innovative designs. Thirdly, owners largely consider buildings a business asset, and they rarely follow a passion for architecture. Many come from completely different fields, like law or business management. They are not so much interested in what they are building, but more in the process of how to do it. It's a rare client who says: "I'd like to build something really great here." The fourth consideration is the business cycle in the construction industry. When the cycle is up, it doesn't matter which architect you are working with. Everything gets sold anyway in the end. The only things that count are location and size. You don't need to deal with a star architect who has unusual ideas or tells you how good architecture works. The awakening comes with the

first crisis – that's when only those buildings remain in demand that have been planned sustainably and for the long haul.

Hadi, you design building, chairs, and even flooring materials. Does this kind of diversity merely require an adjustment in scale? What's important?

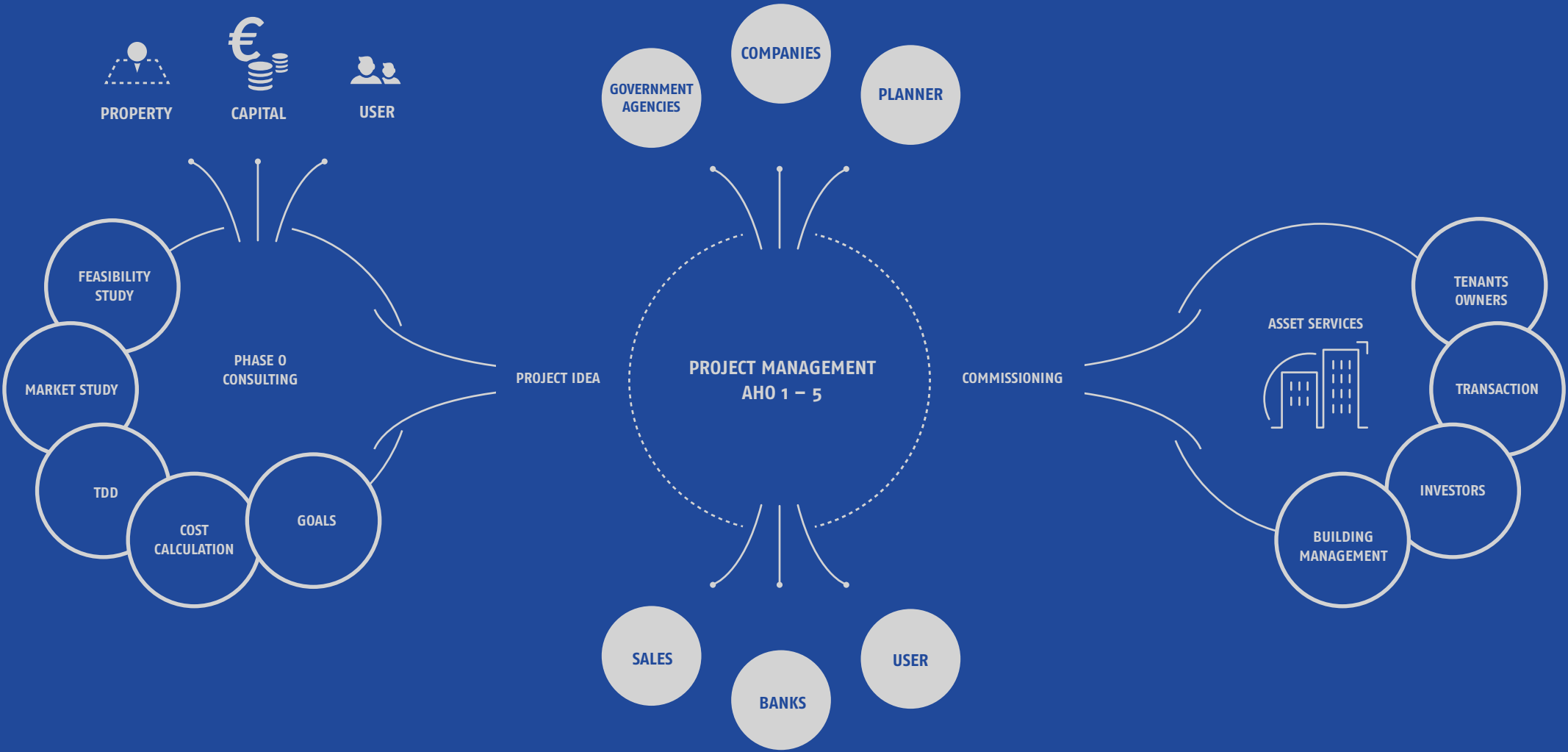
For a serious designer, this spectrum in fact requires only a change of scale and function. Form follows function: A chair needs to be comfortable and ergonomic, not just aesthetically pleasing. I care about evoking people's emotions. It's the same with a building. It also need to function well over decades, for the enjoyment of its residents or users – just looking good isn't enough. A flooring material needs to be recyclable and have good acoustics. In the end, the key is to anticipate the requirements far into the future and translate them into good design.

If the Sydney Opera, the Acropolis, or the Louvre didn't exist, which job would you like?

I'd like to build all three of them again. However, there are enough other challenges coming up. The Sydney Opera, the Acropolis, or the Louvre – they are only elements in the steady flow of architectural history. The future calls for entirely different projects and new architectural narratives.

We thank you for this interview and hope for many more exciting projects in the future.

OUR SERVICES AND HOW WE WORK





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TAUNUSSTRASSE, MUNICH

THE CHALLENGE

The property is situated on the Frankfurter Ring in the industrial belt to the north of Munich, where well-known Bavarian carmakers and young start-ups are located. The existing 1970s office building with commercial spaces is situated next to a large free area that is currently being used as a parking lot, and for which building rights existed at the time of the sale.

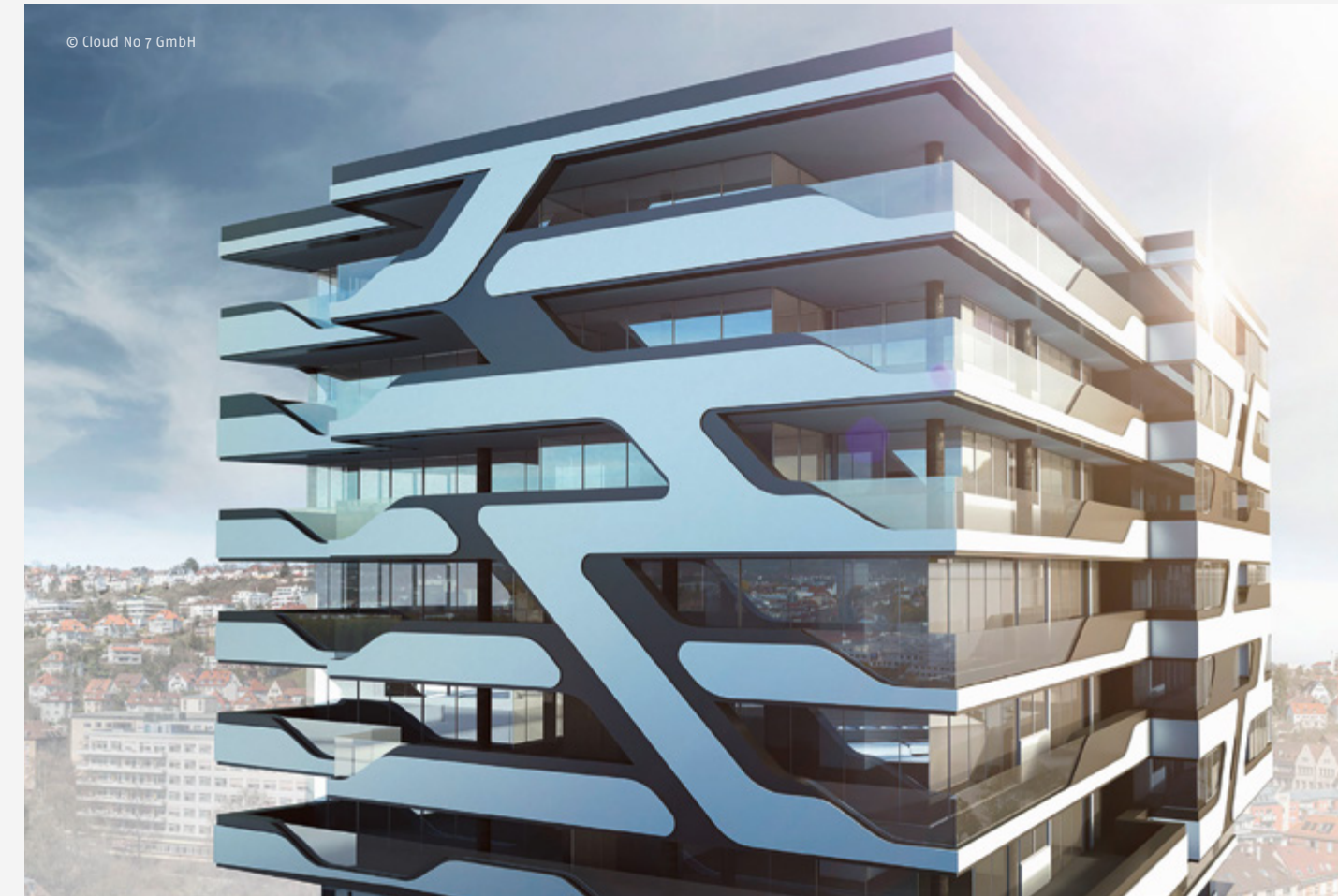
SOLUTION

Based on its extensive experience with the rehabilitation and conversion of existing buildings, KVL Bauconsult München GmbH was able to first create a technical due diligence analysis to advise its client, Rockstone Real Estate, in its purchase decision. In collaboration with existing and new stakeholders in the planning, the ordered project management service is to optimise the existing planning in the shortest possible time and adapt it to the needs of current and future tenants and the automotive industry. The challenge is a balancing act between the creation of a maximum number of lots, the solution of complex pit lining problems, the creation of an attractive working environment, and the integration into the surrounding industrial area.



PROJECT DATA

Location: Munich, Taunusstraße
 Client: Rockstone Real Estate
 Project manager: Matthias Werner
 KVL scope of services: technical due diligence, project management



© Cloud No 7 GmbH

CLOUD N° 7, STUTTGART

THE CHALLENGE

Stuttgart gets a new landmark: In the immediate vicinity of the main station, the highest residential building of the inner city with 19 upper floors was close to completion. Exclusive apartments with panoramic views, business apartments, as well as a first-class design hotel from the 2nd basement floor to the 7th upper floor carry immense challenges to planning and execution. This resulted in delays, so that the only thing that still mattered in the end was the completion of the Cloud N° 7 in good order.

SOLUTION

First, a team of specialists in construction and technology under the leadership of KVL assessed the current state of the construction. The result was used as a basis for drafting an overall schedule and for defining critical points. The last lap took the full commitment of every man and woman. Together with the facility supervision team, an effective task management and deadline controlling system was implemented, and all available resources were applied... success! The building has been accepted and is in use – Stuttgart has its new landmark!



PROJECT DATA

Location: Stuttgart, Wolframstraße 41–43
 Client: Cloud N° 7 GmbH
 Project manager: Stefan Bröcker
 KVL scope of service: Status quo assessment, deadline controlling/management

NEUE BAHNBRÜCKE KATTWYK, HAMBURG

THE CHALLENGE

The uniqueness of the building, the large dimensions, and the unknown characteristics of the soil carry significant risks for the successful implementation of the plan into practice. The construction task is divided into ten tender units with completely different technical tasks: Specialised civil engineering, steel construction, road building, railroads, commercial buildings, control and drive technology.

For example, the foundation consists of two reinforced concrete pillars of about 400 m² that are lowered into the bottom of the Elbe. The approach that was selected is a step-by-step fabrication of the pillars above the waterline and staged lowering into the river, combined with – upon reaching the bottom – flushing with compressed air: the classic caisson technology, which was also used in the construction of the Brooklyn Bridge in New York, the Tower Bridge in London, and the old and new Elbe tunnels in Hamburg.

SOLUTION

In our project management approach for this unique lifting bridge, we tightly integrated methods of deadline and cost control with methods of risk and change management. Potential nonconformities are assigned risk values with respect to their effect on the cost and deadline situation at an early stage. The information is updated weekly. In regular risk and opportunity management sessions, approaches for solutions are drawn up both for the individual tender units as well as for the overall project. This enables us to use the entire know-how available in the project and schedule changes in the process and in the construction methods in advance. The team meetings are held at the Lean Board: Once per week, the project managers of each tender unit provide the overall project management with information about the cost, deadline, and contract situation in short sessions of about half an hour each and discuss the necessary interface topics.

PROJECT DATA

Location: Hamburg, Kattwykdamm 48
 Client: Hamburg Port Authority
 Project manager: Nina Rodde
 KVL scope of service: project management and change management



TERMINAL 3, FRANKFURT AIRPORT

THE CHALLENGE

Three new boarding areas, 40 buildings for airplanes, and 14 million passengers per year: Terminal 3 of Frankfurt Airport is scheduled for start of operations in 2023.

For the planning and construction phase, this means: 10 action packages, 47 partial projects, and more than 200 tender units that are managed by 2 project control units. The initial situation: an immense amount of data in extremely heterogeneous forms!

SOLUTION

Higher-level structures and processes are required to ensure consistent quality in the project's execution. At the top-level project management, ARGE emprocl/gfp/KVL took over the task of regulating and standardising the existing, evolved structures and processes and of defining consistent qualities for project management in 2017. Within ARGE, KVL Frankfurt

is in charge of organisation, quality, and contracts, as well as the overall project leadership. For a common framework, all partial projects are now controlled in a project space with process management.

To this end, KVL analysed and abstracted the common features of these partial projects, followed by defining global processes, e. g. for amendment review or the correspondence relevant to contracts. The workflow is implemented in the project communication system. Every stakeholder in the process receives their tasks automatically. The result is nothing to be ashamed of: Fewer errors, reliable quality, and current, standardised reports at all times for efficient overall controlling.

PROJECT DATA

Location: Frankfurt, Airporting
 Client: Fraport
 Project manager: Dr Steffen Schmitt
 KVL scope of services: control of project management



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ORGANISATIONAL STRUCTURE



KVL MEETS STUDENTENDORF SCHLACHTENSEE EG



«THE COMMUNAL STUDENT RESIDENCE
IN ADLERSHOF IS CONSIDERED
A ROLE MODEL FOR
FUTURE STUDENT HOUSING.»

Mathias Stieb, Partner KVL Group

«TO REACH OUR GOALS,
WE SOMETIMES
TAKE UNUSUAL
PATHS TOGETHER.»

Samantha Bock, Junior Project Manager

Mr Barz, Mr Köhler, do you remember how you first found KVL?

JUK: At the time, we were starting the actual implementation of our new building project in Adlershof, Berlin, when our architects recommended hiring a project management specialist for support. They already had a pretty clear idea of who that should be. I still remember the first discussion with Mr Stieb on the roof terrace of the DAZ in Berlin Mitte. We quickly realised that we had good chemistry.

MS: I remember that first discussion really well. It was a bit windy, but we quickly got a good conversation going. Over the years, it has happened quite a few times that architects recommend us to their principal. This is often met with a certain amount of scepticism. I didn't detect that scepticism in our talk. There was a lot of openness instead.

Studentendorf Schlachtensee eG and KVL crossed paths again at the renovation of the communal residence buildings. We get the impression that our company values are similar. What is it that sets Studentendorf Schlachtensee eG apart from other operators? And where do you see the similarities with us?

AB: With our cooperative, we represent an individualised community which is expressed in the architecture of our student village in the district of Berlin-Schlachtensee, which is also a national cultural monument. We appreciate this "built democracy" a lot and try to reflect these values in our actions. In Schlachtensee, the future academic elite of Germany was to

find a home and experience a political, democratic education. The architecture and numerous institutions in the village, like the tutor programme, the village council and workgroups, the on-site library, and other cultural institutions were born of this idea and financed with the generous support of the US State Department. The Studentendorf Schlachtensee is considered the most significant student residential facility in Europe. These are the self image and the ambition that define our work and that we apply in our planning of new living quarters for students, for example in Adlershof.

JUK: We've gotten to know KVL as a partner who shares these values and mission. Together we were able to complete the construction project in Adlershof on schedule and on budget. Working together also was a very pleasant experience. This connects us, and we would like to repeat this experience in the renovation of the communal living buildings.

MS: What made a lasting impression on me about this collaboration was the commitment and passion with which the representatives of the student village addressed every detail. This commitment characterises the projects. Together with the openness for new things and the design and functional ambition they apply to their projects, they represent the ideal client in my mind, even though our collaboration hasn't always been easy for everybody. However, in the end this resulted in better solutions overall.

What defines a good project manager in your view? What are we doing differently?

JUK: Maybe what sets KVL apart from others is the combination of professionalism with a genuine interest in cooperation and the project. The focus is always on the project, and on how we can make it the best it can be, working as a team. I always had the feeling that I'm dealing with people who have the same kind of passion for the success of this project as I do.

AB: Of course, a project manager needs to know his craft. However, I think it's equally important that the culture and the way we treat each other match our ideas. In the renovation of the communal living buildings, KVL has worked early on to create a good culture of communication and an alignment of goals and interests. That was important, and it is bearing fruit now.

For the new construction in Adlershof, we collaborated with a new startup. We used digital tools like tablets for the defect and acceptance inspections, as well as for deadline controlling. What was your impression?

JUK: We were somewhat sceptical at first, but we quickly realised that this tool has benefits for all concerned. It has enabled us to cover the last mile together in what was a tight schedule. We were excited about doing our part. But as said before: The success of good project management may in part be due to the tools used, but it's even more due to the people and their interest in the project. In this regard, we are glad to be sharing this passion and to have a highly professional partner at our side. We are looking forward to a common future.



JUK – JENS UWE KÖHLER

Studentendorf Schlachtensee eG, MA German Studies, Head of Finance, CEO Studentendorf Adlershof GmbH and CEO Internationales Begegnungszentrum der Wissenschaft IBZ Berlin

AB – ANDREAS BARZ

Studentendorf Schlachtensee eG, Urban Planner and Economist, Chairman of the Board, Speaker of Schau-stelle Nachkriegsmoderne, CEO Internationales Begegnungszentrum der Wissenschaft IBZ Berlin

DIGITAL TOOLS, NEW METHODS

THE WORLD IS CONTINUOUSLY BECOMING FASTER AND MORE COMPLEX. ALL ASPECTS OF LIFE ARE FACING GREAT CHANGE DUE TO DIGITALISATION. IN THE CONSTRUCTION INDUSTRY, THE TRANSITION INTO A DIGITAL, NETWORKED WORLD IS STARTING NOW. GOOD LEADERSHIP IS MORE IMPORTANT THAN EVER.

LEADERSHIP TASK NUMBER ONE: ORGANISING COLLABORATION.

One of the questions that are always on our minds here at KVL is how can we improve our internal collaboration. Or, maybe even more importantly: How can we improve the cooperation in projects? How can we improve our leadership?

The new possibilities offered by digitisation, such as BIM, offer great potential here. For us it is clear that we need to be up to date in terms of technology. We need to know the tools and capabilities, but also the limitations of planners and construction companies. We need to be able to read, process, and verify the results. This is the basis of our work, and we treat it as a matter of course. However, we also need to recognise the challenges that these new tools bring for our cooperation and communication.

We need to define and train new modes of working. We are implementing Lean Management techniques in planning and execution. We use software tools from agile software development to support our task management. We partner with startups that develop new digital tools for construction progress monitoring and process planning. And we use these instruments together with our customers, planners, and construction companies.

We don't simply use the software for its own sake. Digital tools are a means to an end. This end is always about improving collaboration and good leadership for the success of the project and the team. We are ready for change.

«CONSTRUCTION PROJECTS AREN'T JUST TECHNICAL TASKS. THEY REQUIRE SOCIAL AND COMMUNICATIVE PROCESSES, WHICH EFFECTIVELY RESULT IN COMPROMISES.»

Kai Hansen, Senior Project Manager, Member of the Executive Management



ANALOGUE FORMATS OF THE KVL PROJECT CULTURE

UP-TO-DATE ANALOGUE FORMATS IN THE KVL PROJECT CULTURE

Especially in the project initiation phase ("Phase 0"), analogue methods still dominate – as opposed to the increased use of digital tools during the project execution and utilization. The strategy and goals definition and the initial planning steps are characterised by direct discussion and the presentation of strategic and planning alternatives. In this area, KVL manages several formats to create successful products based on the specific needs:

Ideally, we develop the goals in a communication process with the relevant stakeholders. These goals lead to a draft for a product that matches the needs of the target group. In the subsequent process, we propose the execution of competing methods drawn up by planners, in order to ensure the best possible implementation of the goals.



PRODUCT WORKSHOP



GOAL AGREEMENT AND PRODUCT MANUAL



FEASIBILITY STUDY



PLANNING COMPETITION

CONCLUSION

Early communication about the project between all stakeholders and the creation of defined goals with clear agreements result in sustainable outcomes that meet the objectives.

Take a walk on the wild side!

Anastasija Radke
Commercial Management Partner
KVL Group



Flexible, not just in the office

Lisa Tietz
Office Manager
KVL Munich



Nobody "costs" quite like him

Stefan Bröcker
Managing Partner
KVL Stuttgart



KVL frontrunners

Dr. Steffen Schmitt
Managing Partner
KVL Frankfurt



On the road, and at home in construction

Frank Brühmann
Managing Partner
KVL Munich



Where there is a will, there is a way

Birthe Saabach
Authorized Representative
KVL Expert



Admin ♥ you!

Sebastian Schröder
IT & Communication
KVL Group



Finds the right medicine for every project

Peter Lohmann
soon-to-be Managing Partner
KVL Frankfurt



Discover new things, define quality, verify goals

Peter Kerle
Senior Project Manager
KVL Munich



Knowledge also comes from experience

Marc Stroh
Senior Consultant
KVL Projektmanagement Berlin



Manages projects as an architect with an eye for detail

Thomas Penske
Senior Consultant
KVL Hamburg



Rhinelander with profundity and character

Thorsten Windeln
Managing Partner
KVL Düsseldorf



She packs a punch, not just in the ring

Kathrin Törner
Junior Consultant
KVL Projektmanagement Berlin



An expert witness with a love for strategy and attention to detail

Annett Schultheiß
Senior Consultant
KVL Expert



Has mastered the art of listening

Lukasz Jazwinski
Consultant
KVL Hamburg



No doctor and no soldier - but in the army hospital for years

Mirko Moszynski
Project Manager
KVL Projektmanagement Berlin



Achieves his goals without much noise

Sven Ingwers
Senior Project Manager
KVL Projektmanagement Berlin



Master of numbers and payments

Thomas Weber
Commercial clerk
KVL Projektmanagement Berlin



A striking personality in every aspect

Georg Bremer
Project Manager
KVL Projektmanagement Berlin



A communications miracle - whether in magenta or with a hard hat

Ilka Schröder
Senior Consultant
KVL Projektmanagement Berlin



WE ARE PERSONALITIES

IDEAS AND INDIVIDUAL



**KVL CARES-
WE MOVE TO
MAKE AN IMPACT!**

The KVL wants to make a positive impact – not just on our projects, but also between people. It all began with a crazy idea by two colleagues, who spontaneously decided to run the Berlin Marathon. This motivated us to reach out to all employees of KVL. For every kilometre run in competition, the KVL Group will donate an amount of money on behalf of its employees. The money goes to people who are no longer able to move without help.

We are curious what the kilometre count will be in 2018. Our goal is to reach at least 1,000 km, accomplished in any way.



**SAVE THE DATE -
15 YEARS OF KVL**

Another five years have passed since the last great KVL party in Berlin. As if it had been yesterday, we recall our celebration of the 10th anniversary of the KVL Group on a pleasant late summer night on the roof terrace at Spichernstraße 2. Since a party like that difficult to match, we are going to the heart of Berlin for our 15th anniversary – the legendary Kalkscheune!

**KVL DÜSSELDORF -
FROM A BRANCH OFFICE TO A COMPANY**



After our office in Düsseldorf was launched successfully last year, it will become an independent company in 2018, with Thorsten Windeln as a managing partner at the helm. Thorsten Windeln has been with the KVL Group for eight years. He played a significant role in the launch of the Stuttgart location and most recently was in charge of the Düsseldorf region, which he managed from Frankfurt.

A Rhinelander by birth, he is a partner to our clients who is very familiar with the local characteristics and particularities of the market. We are looking forward to the development of KVL Düsseldorf as part of the KVL Group!



**BE PART
OF IT!**

Did you like the Stakeholder Report 2017/2018? Did you find the presented projects interesting? What's your impression of the developments at KVL – is there a location that interests you especially? What do you think of the employees we introduced to you? Would you like to get to know us? If you can give positive answers to the questions above, then you might think about joining us.

We are always in search of curious, competent, and enthusiastic employees who help us to grow – both in terms of location and substance. If you are interested, please send an e-mail to bewerbung@kvlgroup.com. We are looking forward to hearing from you!

OUTLOOK



for better results

WE THINK WITHOUT BORDERS IN OTHER WORDS: GLOBALLY

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