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The Role of Management Theories and Tools in Creating Added Value: Insights from the Prefabricated Residential Building Sector

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Abstract

The study investigates how management tools impact value creation across different approaches. It identifies key value-creating trends, analyses relevant tools, and provides a framework to support companies in selecting optimal strategies. A unique concept of value creation was developed, incorporating consumer expectations, corporate innovation, and competitiveness. Furthermore, cross-disciplinary concept of added value was developed. The research examined 27 management theories and tools using narrative literature review and thematic analysis, demonstrating how classical models enhance efficiency, while modern approaches prioritise adaptability and employee motivation. Classical management theories primarily improve value creation by optimising organisational processes and increasing productivity. Meanwhile, contemporary approaches focus on fostering innovation, customer engagement, and corporate social responsibility. Management tools play a crucial role in improving organisational efficiency, competitiveness, and sustainability. Techniques such as CRM systems, SWOT analysis, and Porter's competitive strategies help companies optimise operations, enhance decision-making, and drive strategic growth. Additionally, process improvement methodologies contribute to increased customer satisfaction, innovation capabilities, and strengthened corporate relationships. The study also explores the prefabricated residential building sector, highlighting the widespread adoption of the Lean Construction approach. This method supports efficiency, waste reduction, and sustainability, making it preferred strategy in the industry. The findings conclude that continuous development and integration of management tools are essential for long-term competitiveness. Companies that strategically apply these tools within their governance structures achieve qualitative growth, market advantage, and sustainable business practices. By aligning management strategies with value creation, organisations can enhance adaptability, optimise performance, and reinforce their commitment to innovation and customer satisfaction.

Keywords

management theory, value added, review, prefabrication, construction

1 Introduction

The question of the added value associated with products and product attributes is often at the forefront when choosing a product or service. Our consumption decisions are influenced by our own and our environment's perceptions, our commitment to ideals, the social perception of these ideals and several attributes not directly related to the product [1]. According to Schwartz's theory of "basic human values", there are universal values that people, regardless of culture, identify with the same meanings and content [2]. Consumers perceive certain product attributes as added value based on their value system, and thus their consumption decisions are determined indirectly by their value system and directly by the value and added value of the product. Consumer behaviour and choices are determined (indirectly and/or directly) by the value added of each product. Hofmeister-Tóth [1] argues in her study that human behaviour and decisions are significantly shaped by values and value systems. There is a link between consumer behaviour and values and product choice. Thus, values appear among the factors that influence choice [1, 3].

The aim of the study is to explore how different management tools contribute to the creation of added value

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and the role they play in this process. Particular attention is paid to demonstrating how these tools can be applied in corporate practice to promote value creation.

But what tools does management have to create value to the products, their specific attributes or the ideas associated with the company? This paper summarises the approaches to the concepts of value and value added across different scientific fields, with a particular focus on management and marketing. Furthermore, it thoroughly examines a significant number of well-known management trends, and the management tools found within them, based on which tools promote the creation of added value.

The study is based on a narrative literature review built on Gazdag's [4] management theory typology, followed by a thematic analysis examining the relationship between 27 management trends and tools and added value [4–6]. The sources were collected based on relevance, scientific credibility, and practical applicability, using keyword searches and databases (e.g., Google Scholar, Scopus). The theories were classified based on their historical origins, methodological approaches, and the type of added value they create.

The study is structured to first explore value and added value from an interdisciplinary perspective, followed by a review of management theories and tools in relation to value creation. It then offers a comparative classification and concludes with a sectoral outlook on the prefabricated housing industry.

2 Contextual backgrounds and interpretations of value and added value

When examining the impact of management tools and trends on the creation of added value, it is essential to explore what is meant by the concept of added value. There are numerous different definitions and explanations of added value in the literature that is summarised in this chapter.

The interpretation of added value can be first approached by examining the meaning of value, and indirectly by looking at the different theories of value. The categorisation of value theories is a complex and interdisciplinary field, which also applies different approaches depending on the scientific discipline. Such research is not the aim of the present study; therefore, the categorisation approach used by Conradie and et al. in their article "Toward an Epistemic-Logical Theory of Categorization" is used to systematise approaches to value [7]. This paper proposes an epistemic-logical framework for the theory of categorization. The paper presents five categories for the classification of value theories: Philosophical (examining the nature, source, and objectivity of values), Sociological (analysing social constructions of values and their role in social systems), Psychological value theories(studying the value preferences of individuals and their development), Economic value theories(exploring the definition of values in the context of economic exchange and utility), Management and marketing theories (analysing value creation in corporate and consumer relationships) [7]. The differences and similarities between the concepts of value are illustrated with academic articles, which are placed in the aforementioned categories.

According to *philosophical* interpretations of value, Frankena's study [8] considers value as the central element of ethical theories, distinguishing between instrumental and intrinsic values, which serve as the basis for ethical decision-making. (An instrumental value is what serves as a tool for achieving other goals, while intrinsic value is valuable in itself) [8]. In his study , Inglehart examines values as indicators of social change [9]. Schwartz argues that values are fundamental beliefs that guide individuals' actions and attitudes [10]. In his study, Taylor argues that values emerge in the layers of meaning behind human actions, which are culturally and historically determined [11]. According to a more recent study, Taylor analyses the role of ethical values in the development of artificial intelligence, with particular focus on the ethical functioning of algorithms [12]. In summary, value in the field of ethics and philosophy lies in the moral norms and principles that form the basis of individual and collective decisions. These values ensure ethical behaviour, justice, and the responsible management of scientific and technological development. Values represent the fundamental framework of human experience and norms.

According to the *sociological* interpretations of value, in his 1984 study, Bourdieu interprets values within the dynamics of social spheres, where hierarchies are determined by different forms of capitals (cultural, economic and social) [13]. Durkheim was one of the first to publish on the concept of values in 1915, when he considered values as collective representations that are reflected in community norms [14]. In 2012, Brown identified values as fundamental elements of social norms and behaviour patterns that define the desirable behaviour of individuals and groups within a given culture [15]. Finnemore and Sikkink examined the concept of value in the context of diplomatic and geopolitical decision-making. Values are expressed in the principles and norms that promote cooperation and

peace between nations [16]. In the social sciences, value is a set of norms, beliefs and principles accepted by individuals and groups that determine social, cultural and political behaviour, as well as therules of coexistence. In sociology, values are the principles that determine the behaviour, norms and cultural beliefs of individuals and communities.

In *psychology*, values are seen as enduring beliefs that guide individuals' goals, attitudes, and actions. According to Rokeach, values play a central role in personality, determining an individual's goals and ways of action [17]. Schwartz considers values as core beliefs that influence individuals' behaviour and attitudes [10]. According to Feather, values influence the perception of the attractiveness of alternatives and decision-making, as they determine which goals an individual considers desirable [18]. Hofstede considers values to be fundamental elements of culture that influence workplace behaviours and attitudes, leading to international differences [19]. Schwartz and Bilsky [2] proposed a universal psychological structure for organising human values, in which values reflect fundamental motivational goals. According to Schwartz's theory of "core human values", there are universal values that people identify with the same meanings and content, regardless of culture [2]. The psychological approach thus interprets values as an internal compass that determines individuals' behaviour and decisions.

Research examining the psychological and neurological distortions of consumer decisions (e.g. according to Pelei and Benedek) supports the view that added value is embedded in individual perceptions and value systems, which can also be influenced through management tools [20].

In *economics* and *business*, value is typically defined as the benefit provided by products, services, or organisational decisions, measured from ethical, financial, and resource efficiency perspectives. Thus, value is embodied in the efficient allocation of resources, the benefits provided by products and services, and the measurement of financial performance. Value creation aims to promote long-term economic sustainability and social well-being. According to Porter's theory, values are the attributes of the products and services provided by a company that give it a competitive advantage [21]. Bowman and Ambrosini [22] discussed the differences between value creation and value capture, highlighting the role of corporate strategy. They examine value in the context in the context of corporate strategy in relation to customer benefit and corporate profitability [22]. Prahalad and Ramaswamy define value as a co-created product where companies and customers actively participate in value creation [23].

In the fields of *management* and *marketing* sciences, numerous studies also address the definition of value. Due to the management focus of this paper, this dual category is examined from both perspectives. In the field of *management sciences*, Ghoshal discusses the role of values in management practices and organisational cultures, and its significance [24]. He criticises the negative impact of management theories on practice and emphasises the importance of values in managerial decision-making and organisational culture [24]. Freeman et al. define value as mutual benefits between the company and its stakeholders, going beyond mere financial performance [25]. Barney's study discusses value as lying in the scarcity of a company's resources, i.e. in the fact that they are not substitutable and can be effectively utilised [26]. Kaplan and Norton identify the relationship between performance measurement and strategic objectives as value [27]. Rekettye examines value in the context of customer perception and corporate value creation, emphasising the relationship between customer value and price [28]. In leadership and organisational studies, values are norms and principles that determine leaders' decision-making and organisational culture. The purpose of values is to promote community development and sustainability. The study by Evans et al. also lays the foundation for this [29]. This study analyses leadership values and leadership styles, with particular focus on how values influence organisational culture. Values lie in the norms and ethical principles that form the basis of leadership decisions, which in turn define organisational culture [29]. Thus, in management science, values are the norms that define organisational culture and leadership decisions promoting effective leadership, community development, and sustainability. Values are based on the harmonisation of shared goals and organisational objectives. The *marketing sciences* focus on the relationship between value and the consumer. Holbrook defines value as the subjective aspect of the consumer experience (emotional, aesthetic and hedonic elements) [30]. Zeithaml provides a comprehensive explanation of value in his study, which includes the relationship between price, quality, and utility as perceived by the consumer [31]. In their study, Sheth et al. consider value as the combination of functional, emotional, social, and conditioning factors in consumers' purchase decisions [32]. Vargo and Lusch argue that value is co-created by the customer and the service provider, and that value lies in the logic of the service [33]. Evans examined the relationship between personal values and consumer behaviour based on how values influence

purchasing decisions [34]. Values are manifested in individual preferences and goals [34]. Thus, from a marketing perspective, value is reflected in individual preferences, expectations, and emotional connections that influence consumer decisions. The focus of values lies is the customer experience provided by products and services.

In addition to the five categories, it is also worth noting that different industries and specific disciplines identify and define value in various ways. For example, in healthcare, value is reflected in the ratio between the benefits provided by healthcare services (e.g. improvements in health status) and the associated costs and efficient allocation of resources. Equitable access and sustainability are key considerations in this sector [35]. Furthermore, in environmental and natural sciences, value lies in the ethical and ecological aspects associated with the conservation of natural resources and living organisms. The goal of values is to ensure sustainability and support evolutionary processes [36, 37]. In education, value encompasses the standards and objectives that promote the success of educational processes and systems as well as the development of learners. These values support critical thinking, creativity, and social responsibility [38]. In the arts, value is identified in the literature as a combination of subjective and objective factors determined by aesthetic experience and the cultural significance of artworks. Values express beauty, emotional impact, and cultural identity [39].

The following section provides a summary of the various interpretations of added value found in the literature.

Added value can be related to both products and services. This paper will further discuss the added value in management as a service.

Consumers perceive certain product attributes as added value based on their own value systems, so the attributes of a product or service represent added value for some consumers, while for others they do not. Their consumption decisions are indirectly determined by their value system, and directly by the added value of the product or service. Consequently, a unified explanation of value added cannot be provided, but we still aim to offer a summary to better understand the concept of added value.

Based on *philosophical*, *sociological*, and *psychological* approaches, we have concluded that values are fundamental, cultural and enduring beliefs that guide individuals' actions and behaviour and appear in the layers of meaning behind them. Values are moral norms and principles that are accepted by both individuals and groups. They determine social, cultural, and political behaviour, the rules of co-existence and national identity. In an *economic* approach, value is the benefit provided by products, services, or organisational decisions, and product attributes that provide a competitive advantage can also be considered as value. Value is a shared outcome linked to the benefit provided to customers and the company's profitability, so companies create value through the active participation of customers. The goal of value creation is long-term sustainability and social well-being. In the field of management science, philosophical, sociological, psychological, and economic perspectives are also included in the interpretation of the concept of value. Values are norms that determine organisational culture, leadership decisions, community development, and economic sustainability. The harmonisation of the organisation's common goals provides the basis for values in the organisation. In the field of *marketing*, value refers to the individual preferences, expectations, and emotional connections that influence consumer decisions. The customer experience, provided by the added values of products and services, plays a central role.

The following is a new definition formulated by us: therefore, added values are surplus values based on individual preferences that permanently determine behaviour-influencing norms and can be defined as a joint (company-customer) product in the form of benefits and/or customer experience. They can be associated with the attributes of products or services.

For example, offering flexible working arrangements can increase efficiency (creating added value in economic terms), enhance the organisation's attractiveness as an employer (added value from a management perspective), support employee wellbeing (psychological value), and promote a better work–life balance (sociological value). In this way, added value is created at the intersection of multiple academic disciplines in a complex and integrated manner.

3 Methods

This study applies a narrative literature review, grounded in Gazdag's typology of management theories, and integrates a thematic analysis to examine the relationship between 27 management trends and tools and the creation of added value [4, 5, 6]. It selects sources based on relevance, scientific credibility, and practical applicability, using targeted keyword searches and academic databases such as Google Scholar and Scopus. Theories are categorised according to their historical origins, methodological approaches, and the type of added value they generate.

The study first explores value and added value from an interdisciplinary perspective, then reviews management theories and tools in the context of value creation. It proceeds with a comparative classification and concludes with a sectoral outlook on the prefabricated housing industry. Furthermore, it proposes a cross-disciplinary concept of added value, demonstrating how classical models primarily enhance efficiency, while modern approaches emphasise adaptability and employee motivation.

4 Management trends, added value, management tools

This chapter presents 27 management theories and approaches, along with the management tools applied within these frameworks that may contribute to the creation of added value. The approach taken - namely, examining the relationship between value creation and management theories and tools through a comprehensive literature review - represents a distinctive contribution of our work and may offer a novel perspective within this field of study.

There are various approaches and trends in management theories, which is why the literature applies numerous different classifications. It is not the purpose of this paper to examine this further, therefore the classification presented by Gazdag will be used as a starting point for the presentation of the different management approaches [4]. In addition to this classification, the study will also address other approaches, attempting to categorise them using narrative literature review and thematic analysis.

4.1 Classical management theories

The classical schools are foundational elements of management theories that form the basis of today's leadership and management practices and have been used and helped to develop modern management trends. Classical management theories began to emerge at the end of the 19th century – around the turn of the century –, when the impact of the Industrial Revolution was felt both in society and is industry [40]. The first widely known approach in this context was Taylorism, or scientific management, also known as the technocratic school. Among the first to emerge were Fayolism, or the school of administration theory, and Weberian bureaucratic theory, or the bureaucratic management theory. The term 'classical' also refers to their temporal priority [41].

4.1.1 Taylorism and Fordism

Taylor (1856–1915), known as the 'father of scientific management', played a key role in shaping modern management theory. His work focused on improving industrial efficiency, with *The Principles of Scientific Management* regarded as foundational [42]. Central to his theory were time and motion studies aimed at rationalising workflows and task optimisation [42]. He promoted division of labour, specialisation, and standardisation, assigning managers to design processes and workers to execute them [40]. Taylorism had a major impact on 20th-century industries, especially manufacturing and automotive sectors. Ford applied its principles to create Fordism, introducing mass production and assembly lines [43]. Taylorism prioritised cost reduction and productivity over added value, with value seen in quantity and time efficiency [44]. Fordism extended this by enabling workers to afford the goods they produced, laying the foundation for consumer society [45]. While both models focused on mass production, management tools like quality control, performance measurement, incentives, and technological innovations (e.g. automated lines) supported added value [46]. In both, value meant efficiency, scale, and cost-effectiveness, enhancing availability and consumer satisfaction [47]. Modern management integrates Taylor's principles with human resource and behavioural approaches to balance efficiency and employee well-being [48].

4.1.2 Fayolism

Fayol's theories fundamentally shaped management science. His seminal work, *Administration Industrielle et Générale*, is a cornerstone of modern organisational structures and leadership models [49]. Fayolism aimed to improve organisational efficiency and rationalise production through management tools that indirectly supported value creation. He identified five key management functions: planning (goal setting and strategy), organising (structuring and division of labour), commanding (leadership and motivation), coordinating (alignment across departments), and controlling (monitoring and correction) [49]. Fayol's principles remain relevant today and often appear in combination with other management theories [50, 51]. While his main focus was efficiency, his framework also supported value creation through quality control, standardisation, hierarchy, performance measurement, incentives, innovation, and continuous improvement - elements that enabled the integration of industrial innovations [49, 52].

4.1.3 Weberian Bureaucracy

Weber (1864–1920), founder of the bureaucratic school, emphasised rational and efficient organisational functioning. In *Wirtschaft und Gesellschaft* [52], he analysed

bureaucracy, while Die protestantische Ethik und der Geist des Kapitalismus explored links between economic development and social values [53]. Weber identified six core elements of bureaucracy: hierarchy, division of labour, formal rules, impersonal roles, professional expertise, and technocratic, objective management [52]. His theory remains influential in public administration, finance, and large corporations; Ford Motor Company, for example, operates through hierarchical structures and standardised processes [54]. Though criticised – von Mises for market inefficiency [55] and Crozier for rigidity [56] – bureaucracy supports tools like quality control, standardisation, hierarchical organisation, performance metrics, incentives, innovation, and continuous improvement [57]. These tools enhance added value through better quality, consistency, and transparent leadership.

4.2 Behavioural theories

This study examines three key behavioural science schools: group psychology, motivation theory, and cooperation theory. Behavioural schools aim to understand human behaviour and its influence on organisational performance using empirical methods to explore behavioural patterns, their causes, and how they can be changed. The term stems from behavioural science – an interdisciplinary field combining psychology, sociology, and anthropology [58]. These theories significantly shaped leadership and organisational practices, later evolving into modern approaches like transformational leadership and organisational culture theories [59, 60].

4.2.1 Group Psychology Approach

The group psychology school analyses group dynamics and behaviour, emphasising their role in organisational effectiveness. Lewin, a founder of this school, viewed group behaviour as a key influence on decision-making and performance, forming the basis for modern tools like team-building, group decision-making, and conflict resolution [61, 62]. These tools support collaboration and enhance group performance. Mayo (1880-1949), known for the Hawthorne Experiments at Western Electric in the 1920-30s, showed that worker performance is shaped not only by physical conditions but also by social relations and leadership attention [63]. His findings contributed to behavioural management theory (BMT), which seeks to improve effectiveness through optimised human relationships and motivation techniques [64]. Group dynamics – roles, norms, and shared goals – support adaptability and effectiveness [60, 62]. Management tools such as social interaction development, experiential learning, simulations, and workshops boost engagement, satisfaction, and productivity. They strengthen group cohesion and help teams adapt, promoting co-operative practices, problem-solving, and continuous learning – all key to added value creation.

4.2.2 Motivation Theory school

The motivation theory school explores internal drivers of behaviour. Key theories include Maslow's hierarchy of needs and Herzberg's two-factor theory. Maslow proposed a five-level hierarchy from physiological needs to self-actualisation, suggesting that fulfilling these needs increases workplace motivation through tools like incentives, training, and career development [65, 66]. These support individual growth, leading to greater job satisfaction, productivity, and organisational competitiveness. Herzberg distinguished hygiene factors (e.g. salary, conditions) from motivational factors (e.g. recognition, responsibility), showing how both affect satisfaction and performance [67]. Tools such as satisfaction surveys, performance reviews, and mentoring help align personal and organisational goals, enhancing efficiency. Vroom's expectancy theory and Locke's goal-setting theory focus on how people assess the effort-reward balance, leading to goal-directed tools like SMART goals that clarify purpose and boost performance [68]. Biological theories link motivation to basic needs, while social motivation theories stress the role of norms and group dynamics [69]. Management tools such as team-building and group dynamics training improve social cohesion, performance, and innovation, contributing to added value creation.

4.2.3 Cooperation Theory school

The cooperation theory school focuses on group collaboration, conflict resolution, and social interaction. Follett stressed cooperative leadership and constructive conflict management as ways to boost organisational efficiency [51]. McGregor's X and Y theory contrasted authoritarian (X) with participative (Y) leadership, highlighting the role of intrinsic motivation and the human side of cooperation in the workplace. This school also explores the interplay between cooperation and competition, game theory, and collective problem-solving. Management tools like strategic decision-making and shared goal-setting help balance collaboration and competition, promoting sustainable growth and value creation [70]. While cooperation enhances social cohesion and economic outcomes,

competition can drive individual performance and organisational efficiency [71, 72]. In addressing sustainability, cooperation is vital - green management and CSR efforts improve both environmental impact and financial performance. Tools such as value chain analysis (VCA) and life cycle assessment (LCA) support sustainable value creation by reducing environmental footprints and increasing social benefits [73, 74]. Leadership grounded in altruism and mental health support further boosts motivation and job satisfaction, contributing directly to added value.

4.3 Modern management approaches

Modern management theories mainly include systems theory and adaptation theories, which examine how organisations function and interact with their environment. Systems theory views organisations as open systems that continuously respond to internal and external influences [7, 75]. Adaptation theories explore how factors like environment, technology, and organisational size affect structure and operations [76, 77]. Contingency theory argues there is no universal management model – effective leadership depends on the context, including structure and technology [78, 79]. Strategic management theories, by contrast, focus on building competitive advantage and adapting to dynamic market environments [21, 80].

4.3.1 Systems Theory

Systems theory views organisations as complex networks of interrelated parts, where effectiveness depends on the interactions among these elements. Originating in biology and expanded by thinkers like Bertalanffy, it offers a holistic framework for integrated decision-making and sustainable development in management [75]. Managing complexity is key - understanding how elements influence the system as a whole is essential [81]. Value-creating tools include strategic planning, which aligns goals with external conditions [80], and value chain analysis, which enhances competitive advantage by examining core processes [21]. Process management improves efficiency [82], while team collaboration fosters synergies and better decisions [69]. The learning organisation model also supports innovation and adaptability, driving continuous development [81].

4.3.2 Adaptation Theories

Adaptation theories examine the reactions of individuals and organisations in response to environmental changes and stressful situations. These approaches help to understand how people and companies react to challenges and what strategies they apply to adapt to change [83]. For management, tools such as strategic planning, change management, and crisis management provide support in creating added value, as they help to increase organisational adaptability.

The Theory of Interaction between Organisation and Environment

According to the open systems theory, organisations are in constant interaction with their environment, which makes adapting to market, technological, and social changes a key factor in the life of an organisation. PESTEL analysis and SWOT analysis can help to identify the impact of environmental factors on the organisation [75].

Technology's Impact on Organisational Structure

Technology has an organisation-shaping effect. Digital transformation and automation transform the structure and processes of organisations. Lean management, agile methodologies and AI-based decision support contribute to effective adaptation and the maintenance of competitiveness [84].

The Theory of the Relationship between Organisational Size and Structure

Organisational size and structure strongly affect adaptability. As organisations grow, decentralisation, structural flexibility, and adaptive leadership become increasingly important. Matrix and network structures are better suited to managing rapid change [85]. Adaptation theories also draw on psychological models. Lazarus' stress-adaptation theory links individual stress responses to organisational crisis management, highlighting the role of risk management and resilience [86]. Bronfenbrenner's Ecological Systems Theory explores how culture and macro-environmental factors influence adaptability, supported by stakeholder analysis [87]. The stress-adaptation model, used in healthcare, also offers insights for crisis communication, HR strategy, and employee well-being [88].

4.3.3 Behavioural Management Theory

This chapter extends beyond the book's core categories and serves as an additional contribution. Behavioural management theory focuses on human behaviour, motivation, and workplace performance. Mayo's work was foundational, highlighting how social factors and work environment affect employee performance [58, 63, 89]. Key elements include setting clear goals, continuous feedback, and

tailored reward systems to influence behaviour and boost motivation [90–94]. Tools such as behaviour-based incentives and the Balanced Scorecard help align performance with strategic goals [95]. Agile methods like Scrum and Kanban support adaptability and fit with contingency theory by enabling dynamic goal alignment and ongoing performance monitoring [96].

4.3.4 Contingency Theory

Effective leadership depends on both internal and external factors, such as culture and situational context. Contingency theory posits that no single leadership model fits all situations – management must adapt to specific circumstances [78]. Its core principles include environmental dependency, situational flexibility, and the need for diverse solutions [77]. Value-creating tools that support this approach include SWOT analysis for internal and external assessment [97], PESTEL analysis for evaluating macro-environmental factors [98], and decision trees to guide complex decision-making [99].

4.3.5 Transactional and Transformational Leadership Theories

Transactional and transformational leadership are two distinct styles. Transactional leaders focus on setting clear goals and rewarding performance, with the relationship between leader and employees based on exchanges, such as rewards, punishments, and task setting. In contrast, transformational leaders inspire and motivate by appealing to higher ideals and values [59, 100]. This style relies on rules, predefined processes and methods, and is often effective in stable organisational environments. Incentives, such as bonuses and premiums, play a significant role in motivating employees [101]. Transformational leadership focuses on inspiration and long-term goals, prioritizing personal development [102]. Empathy and emotional intelligence are key, and leaders aim to build strong relationships with employees [103]. While effective in dynamic environments, transformational leadership may be less suitable when quick results are needed [59, 100]. Both leadership styles add value – transactional leadership drives short-term results, while transformational leadership fosters long-term growth and innovation [101]. Combining both approaches can balance short-term goals and long-term strategies [104]. Transactional leadership can be supported by performance evaluation systems, reward mechanisms (e.g., bonuses), and goal-setting tools (e.g., SMART goals) [91]. For transformational leadership, tools like coaching, mentoring, feedback systems, and emotional intelligence development are valuable [103].

4.4. Contemporary approaches, leadership theories

In addition to the theories discussed so far, we present several management theories that are still frequently applied in the 2020s, but which do not appear in the above list or classification. Among these are Kaizen, Lean Management, Six Sigma, Total Quality Management (TQM) and Agile Management, which are contemporary approaches that emphasize continuous improvement, customer orientation, flexibility, and responsiveness to change.

4.4.1 Kaizen theory

Kaizen, a Japanese philosophy meaning continuous improvement, focuses on incremental enhancements in company operations for long-term efficiency. Its principles include continuous improvement, collaboration, data-driven decision-making, and practical implementation. The aim is to improve organisational performance through small, manageable changes [105, 106]. The PDCA (Plan-Do-Check-Act) cycle, also known as the Deming Cycle, forms the core of Kaizen and serves as a management tool for promoting continuous improvement and increasing efficiency [107]. Toyota and other Japanese companies have successfully applied Kaizen principles, leading to enhanced quality and production efficiency [47, 106]. Kaizen's management tools, such as value stream mapping (VSM), 5S, root cause analysis (RCA), and just-in-time (JIT), all contribute to process optimization, cost reduction, and value creation [108–113]. The philosophy emphasizes continuous employee development, waste reduction, inventory minimization, and fostering innovation [106, 112, 114]. Applied management tools, such as brainstorming, help to collect and implement ideas and suggestions from employees [115, 116].

4.4.2 Lean Management

Lean management is an efficient, environmentally friendly method that optimises operations by reducing waste and improving process efficiency. Originating from the Toyota Production System (TPS) developed by Ohno and Toyota engineers in the 1940s and 1950s, it is now widely adopted across industries, often referred to as 'toyotism' [112, 47]. Key principles of Lean include eliminating waste, such as overstocking, errors, and overproduction, and focusing on customer needs to ensure satisfaction [112, 117]. Continuous improvement is driven by Kaizen principles and supported by tools like 5S, VSM, Kanban, and JIT [110, 113]. Lean management is also applied beyond manufacturing, including healthcare (Lean Healthcare) and IT sector (Lean IT) to improve service quality and efficiency [118].

4.4.3 Six Sigma

Six Sigma is a structured, data-driven method focused on increasing process efficiency and reducing errors, aiming for continuous quality improvement. The term 'sigma' refers to the statistical measure of standard deviation, with Six Sigma indicating minimal process errors [119]. The first core principle emphasizes achieving maximum performance and quality, ensuring processes operate nearly flawlessly for high-quality, consistent performance [114]. The second principle of Six Sigma is data-driven decision-making, ensuring problems and improvements are identified with data. Continuous improvement focuses on refining processes through measurement and analysis [120]. Customer focus emphasizes meeting customer needs, while measurability enables traceable improvements [121]. The DMAIC cycle (Define, Measure, Analyse, Improve, Control) is a key management tool guiding process improvement [114, 119]. Six Sigma's core components include Champions (senior management), Black Belts (process improvement experts), and Green Belts (project leaders) [119]. Like Lean management, Six Sigma minimizes errors, improving efficiency, quality, reducing costs, and boosting customer satisfaction [117]. Tools such as process flow charts, VSM, Root Cause Analysis, and SPC help identify key issues affecting product quality [114, 120, 121]. The Six Sigma philosophy improves customer satisfaction and organisational performance by focusing on process refinement and value creation.

4.4.4 Total Quality Management

Total Quality Management (TQM) is a customer-centric philosophy focused on continuous quality improvement. Key principles include customer satisfaction, market focus, the Kaizen philosophy, leadership and employee involvement, data-driven decision-making, statistical methods, and performance measurement. Influential contributors include Deming, Juran, and Crosby [107, 112, 122–124]. TQM is widely applied in manufacturing, production, and service industries [121]. Combining TQM with Lean management and Six Sigma enhances efficiency and quality, with Lean improving processes and Six Sigma providing data-driven improvements [117, 119]. The PDCA cycle is a core tool for continuous improvement within TQM [107]. Customer feedback tools, like Customer Satisfaction Surveys (CSS) and Net Promoter Score (NPS), support ongoing product and service enhancement [122, 123].

4.4.5 Agile Management

Agile Management applies agility principles to leadership and management, originally emerging in software development but now applied across industries for efficiency and adaptability [125]. Key characteristics include flexibility, rapid response to changes, teamwork, iterative development, continuous feedback, customer-centricity, and ongoing improvement [126]. It's used not only in software but also in project management and production processes [127]. The concept evolves continuously, aiming to enhance responsiveness, flexibility, and ongoing improvement in dynamic market conditions [128]. The theory was developed by Jeff Sutherland and Ken Schwaber, creators of the Scrum framework for agile software development [125]. Thomas and Hunt also contributed through the "Agile Manifesto", which outlines four core principles: prioritising individuals over processes, valuing working software over documentation, favouring customer collaboration over contract negotiation, and responding to change over following a plan [129]. Agile emphasises team autonomy and self-organisation for quicker decision-making and problem-solving [130], while continuous feedback and iterative development allow organisations to adapt to market changes [126]. Tools like daily stand-ups, sprint planning, retrospectives, and Kanban boards are used to create added value [127, 130].

4.4.6 Strategic Management Theory

Strategic Management Theory focuses on long-term planning to gain a competitive advantage by analysing both internal and external environments to form and implement strategies. It includes methods like Porter's Five Forces Model, which evaluates competition, new entrants, substitutes, and the bargaining power of suppliers and buyers [131]. SWOT analysis identifies internal and external factors critical to strategic decisions [197]. The Blue Ocean Strategy helps businesses find low-competition markets for innovation [132], while business modelling examines operational and financial aspects [133]. The Balanced Scorecard provides an overview of performance for targeted improvements [27], and portfolio analysis tools, like the BCG Matrix, guide resource allocation for competitive advantage [131]. Systems theory also plays a role, helping organisations optimize activities and respond to changes [75].

4.4.7 Servant Leadership

Servant Leadership Theory emphasises leaders serving their team by prioritising members' needs, growth, and development. It focuses on empathy, active listening, and creating a supportive environment [134, 135]. Key traits include humility, mentorship, leadership presence, and trust-building [134–136]. Developed by Greenleaf, it aims to improve

performance and motivation through strong leader-team relationships [137]. The added values include personal development, teamwork-driven performance, and long-term sustainability. Management tools include leadership development programmes, 360-degree feedback, empathy-based communication, and decision-making delegation [134–137].

4.5 Sector-Specific Trends

4.5.1 Digital Transformation and Customer Experience Management

Digital transformation goes beyond technology, focusing on radically changing customer experiences. Companies integrate artificial intelligence (AI), Big Data analytics, and omnichannel marketing to deliver personalised and consistent customer interactions [84]. These tools help businesses understand customer needs, build trust, and increase loyalty [138]. AI and Big Data enable personalised offers and faster responses, while omnichannel marketing ensures a unified customer experience across all platforms [139, 140]. The application of appropriate data analytics tools facilitates better decision-making [141]. Data analytics tools aid decision-making, while AI-driven systems, like chatbots, automate customer service and generate personalised offers in real time [84]. Customer Experience Management (CEM) systems help track and improve interactions at every touchpoint [142]. The resulting added values, such as trust and loyalty, are supported by AI technologies, adaptive business models, and CEM systems.

4.5.2 Corporate Social Responsibility (CSR)

Corporate Social Responsibility (CSR) focuses on ethical business practices and considers the social and environmental impact of companies [143]. CSR strategies improve corporate image, customer trust, and long-term loyalty by demonstrating environmental and social responsibility [144, 145]. Customers perceive socially responsible companies as more credible and reliable [146]. Key management tools such as the Triple Bottom Line (TBL) approach, which includes financial, social, and environmental impacts, help ensure sustainability [147]. Stakeholder analysis, CSR reporting, sustainability metrics, green procurement, and circular economy models further strengthen trust and contribute to long-term economic sustainability [148].

4.5.3 Experience Economy and Customer Experience Enhancement

Customer Experience (CX) is crucial for gaining competitive advantage and fostering loyalty in the Experience Economy. CX Management focuses on delivering optimal experiences at all customer touchpoints, including service quality, interactions, and both pre- and post-purchase processes [149]. Positive and consistent experiences lead to increased satisfaction, trust, loyalty, and successful brand building [150]. In this economy, companies' competitiveness hinges on personalized experiences and seamless service, supported by optimized customer service and communication channels [151]. Omnichannel marketing and Big Data analytics help better understand customer needs [141]. Tools like Customer Journey Mapping further support the creation of value by enhancing the customer journey [149].

4.5.4 Customer Centricity Theory (CCT)

CCT explores the social, cultural, and psychological influences on consumer behaviour, emphasizing the connection between consumer trust and the cultural significance of brands. Successful customer-centric strategies lead to higher customer satisfaction and loyalty, as consumers are more likely to engage with brands that align with their values [152]. In CCT, added value is seen in the enhanced customer experience, trust, and loyalty. Key management tools include personalized marketing, omnichannel marketing, Big Data-driven consumer behaviour analysis, and integrating customer feedback into company processes. Digital technologies such as AI and machine learning provide deeper insights into consumer preferences, enabling tailored services. Tools like Customer Journey Mapping and CEM further optimize the purchasing experience, boosting satisfaction and loyalty [138, 150].

4.5.5 Customer Relationship Management (CRM)

Customer Relationship Management (CRM) focuses on building long-term, mutually beneficial relationships between customers and organisations. The added value in CRM lies in high-quality customer service and personalised experiences and offers that enhance customer loyalty. By continuously tracking customer needs, CRM systems improve satisfaction and sales processes, ultimately boosting profitability and market position [153]. CRM-related management tools include data analytics platforms that enable detailed customer behaviour analysis and targeted marketing campaigns. AI and machine learning support predictive analytics, forecasting future customer behaviour and enabling automated, personalised experiences [154]. Omnichannel CRM systems ensure consistent customer experiences across various communication channels [153]. Additional management tools include customer databases, feedback collection and integration,

targeted marketing strategies, and project management techniques (e.g., continuous improvement and iteration). These tools help companies continuously improve customer relationships and adapt to market changes.

4.5.6 Brand Management

Brand management not only aims to increase brand value but also directly contributes to the long-term success of companies by deepening customer trust and loyalty. Building and maintaining a positive brand image plays a key role in fostering customer loyalty. Consumers tend to choose brands they emotionally connect with and perceive as trustworthy, especially when the brand can consistently deliver performance over the long term [155]. In brand management the creation of added value lies in emotional attachment, brand experience, and strengthening brand's social responsibility. Brands focusing on sustainability, social issues, and ethical practices enhance consumer trust and credibility [156]. Communicating these values often involves reflecting the company's philosophy and mission, positively influencing consumer decisions. Management tools include brand strategy development (targeted messaging, reinforcing emotional engagement), Customer Journey Mapping, Brand Equity Tracking, and data-driven marketing (tracking consumer habits and preferences) [157]. Additional management tools include SWOT analysis and integrated marketing communication (IMC) strategies, which unify the brand's messages across all marketing channels [158, 159]. These tools contribute to creating added value associated with product attributes.

5 Summary of Added Values and Applied Management Tools

This study examined 27 management approaches, their primary objectives of application, the key added values they create, and the most commonly used management tools. A summary of these objectives, values, and tools is presented in Table 1.

6 Application in the construction sector

The practical applicability of this theoretically significant study is illustrated in the prefabricated residential building sector, where we examine which management approaches and tools can be used to create added value.

In the prefabricated construction industry, the application of Taylorism can enhance the efficiency of production processes and workforce productivity by focusing management on the analysis and optimisation of workflows. The principles of Fordism enable large-scale and efficient production of building materials and prefabrication through standardisation and assembly line production. Fayol's principles create added value through management tools such as planning, organising, directing, and controlling. These values include efficient operations and successful projects. In the construction industry, the application of bureaucratic structures as management tools can ensure value creation, such as process regulation and controlled quality, through the application of Weber's bureaucratic approach. The applicability of group psychology in prefabrication is manifested in the enhancement of project coordination and problem-solving through effective teamwork. In prefabricated construction sector, the application of motivational theories can contribute to enhancing employee performance and commitment, for example, by incorporating Maslow's hierarchy of needs in the design of appropriate incentives [66]. The application of cooperation theory in construction projects promotes inter-team collaboration and effective communication, which is particularly crucial for the precise integration of prefabricated elements [160]. According to systems theory, the efficient management of complex processes in prefabricated construction can be achieved by ensuring alignment among various subsystems, such as design, production, logistics, and implementation. The application of the theory of organisational-environment interaction maybe justified in the construction industry by market trends, sustainability requirements, and regulatory changes. The application of technology-driven organisational approach is justified by the widespread adoption of automated manufacturing systems and digital design tools (e.g., Building Information Modelling, BIM systems) in the prefabricated construction industry, which are significantly transforming workflows and organisational structures [161]. In this approach, management tools such as BIM systems and automated manufacturing methods are highlighted as they contribute to increased workflow efficiency as added value creation [162]. According to the theory of organisational size and structure, the size and design of companies influence the operation of prefabricated construction firms: larger organisations adopt more formal structures and standardised processes, whereas smaller ones may exhibit greater flexibility and innovation [85]. Thus, companies engaged in the construction of prefabricated residential buildings are typically characterised by flexibility and innovation – values that can be achieved through decentralisation and the application of risk management tools. The application of

Table 1 A summary of the theories objectives, added values and management tools

Theories	Purpose of Application	Added value	Applied Management Tools
Taylorism	Streamlining workflows, increasing efficiency	Optimised production, lower costs	Division of labour, standardisation, performance-based renumeration
Fordism	Increasing the efficiency of mass production	Lower costs, higher productivity	Assembly line production, division of labour, standardisation, incentive systems
Fayolism	Systematisation of management principles and functions	Better organisational governance and coordination	Planning, organisation, management, coordination, control
Weberian Bureaucracy	Stable organisational functioning, transparency	Objectivity, predictability	Hierarchy, rules, formal procedures, centralised decision-making
Group Psychology Approach	Increasing the effectiveness of teamwork and relationships	Better cooperation, more motivated workers	Communication trainings, development of group dynamics, team building, peer support, motivational techniques, continuous and experiential learning
Motivation Theory	Improving employee performance and satisfaction	Higher engagement and productivity	Maslow’s pyramid, Herzberg's motivation theory, SMART goals, continuous motivation, incentive systems, mentoring and team building programmes
Cooperation Theory	Facilitating of effective cooperation	Exploiting synergies	Conflict resolution techniques, team building, striving for sustainability (VCA, CSR, LCA), strategic and joint decision-making
Systems Theory	Understanding the complex functioning of the organisation	Better decision-making	Systems thinking models, value chain analysis, learning organisation model, continuous innovation and adaptation, strategic planning
Interaction between organisation and its environment	Adapting to market changes	Better competitiveness	SWOT analysis, PESTEL analysis
Technology's Impact on Organisational Structure	Managing the organisational impact of technological development	Strong capacity for innovation	Digital transformation strategies, Lean management, agile methods, automation, AI-based decision support
Organisation Size and Structure	Optimal organisational size and shape	Balancing efficiency and flexibility	Matrix structure, decentralisation, stakeholder analysis, psychological and adaptation models, risk management
Behavioural Management Theory	Influencing employee behaviour to increase efficiency	Better decision-making, greater commitment	Balanced Scorecard, Kanban, Scrum, behavioural incentive models, workplace behaviour analysis
Contingency Theory	Developing a flexible management approach	Better adaptability	Situation analysis, adaptive leadership strategies, Scrum, Kanban, SWOT analysis, PESTEL analysis, Balanced Scorecard
Transactional Leadership	Ensuring organisational stability and performance	Motivated employees, stable organisation	Reward systems, performance evaluation, SMART goals, hierarchical decision-making
Transfor-mational Leadership	Shaping organisational culture and vision	Strong innovation capacity, motivated employees	Inspiration, mentoring, coaching, EQ tests, team building programmes, feedback systems, organisational change management
Kaizen Theory	Continuous improvement	Cost efficiency, quality improvement, innovation	Collaboration, resource efficiency improvement, Value Stream Mapping, 5S, Root Cause Analysis, Just-In-Time, brainstorming, PDCA cycle
Lean Management	Process optimisation	Less waste and errors, increased efficiency, effective processes, customer satisfaction	Just-in-Time, Value Stream Mapping, 5S, Kanban, process optimisation with elimination of errors and anomalies
Six Sigma	Improving quality and performance	Minimised number of errors, continuously improving quality	DMAIC, data-driven decision-making, Ishikawa diagram, Pareto analysis, measurement, analysis, improvement, results monitoring, Value Stream Mapping, Root Cause Analysis, Statistical Process Control, flowchart
TQM	Total quality management	Customer satisfaction, high quality	ISO standards, benchmarking, PDCA cycle, customer feedback collection, Customer Satisfaction Survey, Net Promoter Score

Table 1 A summary of the theories objectives, added values and management tools (continued)

Theories	Purpose of Application	Added value	Applied Management Tools
Agile Management	Fast and flexible operation	Innovation, agility, efficiency, broad applicability	Scrum, Kanban, daily stand-up meetings, retrospectives, collaboration, self-organisation
Strategic Management	Setting long-term goals	Competitive advantage, long-term business success, customer satisfaction	Balanced Scorecard, Porter's Five Forces, SWOT analysis, new market creation, BCG matrix, portfolio analysis, customer satisfaction measurement
Servant Leadership	Humane leadership culture	Happy workers, better working environment	Empathy, leadership development, 360-degree feedback systems, delegation, empowerment
Digital Transforma-tion	Technology-driven development	Innovation, unique customer experience, customer satisfaction and loyalty	AI, Big Data, machine learning, omnichannel marketing, Customer Experience Management
CSR	Social responsibility	Positive corporate image, customer trust	Reports and indicators, TBL, stakeholder analysis, green procurement, circular economy model
CX	Improving the customer experience	Customer loyalty and satisfaction	Omnichannel marketing, NPS, Big Data analysis, Customer Journey Mapping, feedback systems
CCT	Understanding consumer culture and behaviour	Understanding market trends and customer choices, consumer trust and loyalty	Integrating customer feedback, AI and machine learning, Customer Experience Management, omnichannel marketing, Big Data-based customer satisfaction analysis, Customer Journey Mapping
CRM	Customer relationship management	Increased customer loyalty, more efficient processes	Data analytics platforms, AI and machine learning, omnichannel marketing, project management techniques
Brand Management	Increasing brand value, building loyalty and competitive advantage	Distinctiveness, consumer engagement, higher profits, brand experience	Positioning, Customer Experience Management, brand strategy, Customer Journey Mapping, Brand Equity Tracking, data-driven marketing, SWOT analysis, Integrated Marketing Communication strategies

Behaviour-Based Management (BBM) in the construction industry can support both leaders and employees in making more effective decisions by considering individual and group behaviours to optimise production processes [163]. According to contingency theory, prefabricated construction companies must adapt flexibly to their environment, for example, by considering project-specific needs and client expectations. Therefore, management tools such as situational analyses, SWOT analysis, and adaptive leadership strategies should be emphasised, while the creation of added value is reflected in improved adaptability. The application of transactional leadership facilitates the monitoring and rewarding of employee performance in construction projects, potentially leading to efficient and disciplined work (as added values). The implementation of transformational leadership in the construction industry can result in added value in the form of innovation and long-term development as leaders inspire employees and foster a supportive organisational culture [104]. Kaizen theory enables the continuous improvement of construction processes by involving employees, minimising errors, and increasing efficiency, an aspect that is particularly crucial in prefabrication. The application of Lean management in the examined sector aims to minimise waste and enhance efficiency, for instance, through the implementation of Just-In-Time production methods. The introduction of Six Sigma quality management principles in prefabricated construction can reduce error rates and improve the precision of manufactured products, supported by management tools such as the DMAIC (Define, Measure, Analyse, Improve, Control) methodology and Pareto analysis [114]. The Total Quality Management (TQM) approach ensures that construction companies continuously improve their processes and comply with customer and regulatory requirements, thereby enhancing customer satisfaction as a form of added value. The application of agile management principles in prefabricated construction enables rapid adaptation to changing project needs and client expectations. Management tools such as daily stand-up meetings and collaboration also contribute to value creation. Strategic management theory support construction companies in setting long-term objectives and achieving competitive advantage through the adoption of innovative technologies and sustainable manufacturing methods. The application of servant leadership in the construction industry promotes the support and development of employees, which, in the long-term, enhances employee satisfaction and loyalty. Digital transformation significantly impacts the prefabricated construction sector, for example, through the use of BIM technology, IoT-based monitoring, and AI applications to improve

efficiency [84]. Corporate Social Responsibility (CSR) in construction refers to the promotion of sustainable building practices and ethical business operations, contributing to environmental protection and community well-being. Companies producing prefabricated residential buildings often utilise sustainable materials and construction technologies, and their memberships in associations recognised for ethical practices supports the creation of community well-being as a form of added value. The importance of Customer Experience (CX) in construction industry is growing, as meeting customer expectations and ensuring transparent communication are essential for the success of projects [149]. The application of Consumer Culture Theory (CCT) in the prefabricated residential building sector can help companies better understand consumers' cultural preferences and offer personalised solutions. This approach is typically reflected in the prefabricated housing industry, for instance, in the varying use of construction materials across different countries [164]. The use of Customer Relationship Management (CRM) systems in the construction sector enables more effective customer relationship management, enhancing customer retention and contributing to long-term business success. Brand management is also gaining increasing importance in the construction industry, as strong brand value and perceived reliability can contribute to gaining competitive market advantage and fostering customer loyalty [165].

Among companies specialising in prefabricated residential buildings, one of the most widely applied approaches is Lean management. Lean construction methods, such as the Last Planner System (LPS) and Pull planning, contribute to enhanced project efficiency and cost reduction [166]. The benefits of Lean management include shorter lead times, lower inventory levels, and the production of higher-quality products or services. In the construction industry, this approach is often referred to as Lean Construction (LC) referring to the sector's specific characteristics [117]. Additionally, the application of the Kaizen philosophy, which emphasises continuous improvement, is also common, as it contributes to increased efficiency in the construction industry, similarly to Lean management [167]. The implementation of Lean Construction and its associated management tools provides numerous added values for companies producing prefabricated residential buildings primarily through enhanced efficiency and cost reduction, which explains the widespread adoption of this management approach [168]. Furthermore, it can be observed that companies in the sector increasingly develop organisation-specific systems by integrating various management theories [169].

7 Conclusions

In this paper, we examined the interpretation of the concept of value across various disciplines, followed by an analysis of how different management approaches and tools contribute to the creation of added value. In our study, we defined a (universal) concept of added value, which refers to surplus values based on individual preferences that sustainably influence behaviour-shaping norms. These values appear as shared outcomes (between company and customer), which can be defined as benefits and/or customer experience. They can be associated with the attributes of a product or service.

Our findings indicate that there are numerous similarities and differences among the various management approaches, as well as visible trends in their development. Over time, the initial technocratic principles have been replaced and complemented by human- and customer-centred approaches. After reviewing management theories, it can be stated that most of these approaches aim to improve productivity and/or quality and enhance efficiency, taking various steps based on different philosophical and sociological principles, depending on the cultural and historical context in which they evolved. Continuous change and development frequently emerge as key characteristics across these theories. The review of the theories revealed significant differences in hierarchical approaches, organisational structures, leadership styles, the role of employees, and their impact on the business environment. A key characteristic of these theories is that they primarily emerged and continue to prevail in large corporations within the manufacturing and production industries. However, specialised theories and management tools are also evolving across a wide range of influential sectors, all aiming to enhance efficiency. The concept of efficiency can be interpreted from various perspectives, including production, quality management, process management, project management, resource management, and customer-centred efficiency. In the approaches emerging in the 2020s, it becomes evident that efforts to create added value increasingly depend on digital innovation, data protection, sustainability, and customer-centred strategies. The conclusion of the literature review is that the creation of added value requires the combined application and continuous development of management tools selected for the given

organisation. While classical management models primarily focus on achieving efficiency, modern, contemporary, and specialised approaches consider flexibility and customer-centricity as key forms of added value. Furthermore, sustainability and digital innovation are playing an increasingly significant role in value creation. The research highlights that added value is a complex concept encompassing not only financial performance but also customer experience, social responsibility, and sustainable operations. The deliberate application of management tools can significantly enhance the market value of a product, service, or company. The goals and means of value creation are determined by the management principles adopted by the organisation, which are aligned with its strategic objectives.

The study also provides an outlook on the prefabricated residential building sector, where Lean construction methods, such as the Last Planner System and Pull planning, contribute significantly to enhancing the efficiency of construction projects and reducing costs. The Kaizen philosophy, which emphasises continuous improvement, is likewise widely applied within the industry. The findings suggest that the application of Lean Construction and its associated management tools generates added value for companies engaged in the delivery of prefabricated residential buildings. Furthermore, the combined application of various management theories enables construction companies to develop unique, organisation-specific systems. Based on the present study, it is recommended that management practices deliberately combine various management theories and their related tools, taking into account the organisation's specific goals, environment, and value system. Management can contribute to the creation of added value by integrating customer-centred, sustainable, and innovation-driven approaches into strategic decision-making.

The limitations and context dependency of the chosen classification framework should be mentioned as a self-reflection of the study. Although the framework used is based on a thematic approach and does not constitute a quantitative system, and may show a certain degree of context dependency, the primary objective of the study was to provide an interpretative framework that supports the added value-based comparison and further reflection of management theories.

Complementing this theoretical research with sector-specific case studies would enhance its practical applicability by enabling an examination of the internal role of users in management processes (e.g. co-design, participatory planning) and in the creation of added value, thereby offering a promising direction for future research.

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