

## Foreword

This is the second title in a series which is aimed at giving access as widely as possible to the results of our research into construction business management. We wish to express our gratitude to Gabler to have put their faith in us.

Christoph Winter, who was the first research assistant to join the newly created chair, combines knowledge and practical experience of Anglo-Saxon construction management with awareness of the German construction environment. The Anglo-Saxon countries have not experienced a period of reconstruction, as has occurred after the reunification of Germany, and have thus experienced life-threatening competition much earlier. Contractors in offering producer-led and collaborative procurement have developed instruments to strengthen their competitive position. These are the thoughts that this work now introduces into Germany.

As a true compendium this work is not only directed upstream at the client, but also downstream, adopting a resource orientated look at integrating subcontractors and other suppliers most effectively into the supply chain, in order to facilitate contractor-led procurement in the first place, despite the difficulties of seasonal one-off and prototype production at ever changing locations. Midstream relationships in form of collaborative working or partnering are being considered as well.

Christoph Winter has come to the newly founded chair with this idea already in mind and has continuously developed the theme during all that time. In one move he has highlighted the entire topic of producer-led and collaborative procurement as a means for competitive advantage in the construction industry. It is a truly pioneering piece of management science for the German construction industry, especially in respect of marketing issues and supply chain management. He has done so in a knowledgeable and professional manner with practical applications in mind. All in all it is an unusually robust and substantial piece of work of a senior professional and is not merely a product from the heights of academia. He has succeeded in presenting this most important topic for the construction industry from a national and international perspective in a concise manner. We can only wish for the work to find as many readers as possible. The

publication of this dissertation as a book by Gabler Edition Wissenschaft is a significant step in the right direction.

Prof. Dr. Dieter Jacob