

Unternehmenskooperationen und Bauteam-Modelle

für den Bau kostengünstiger Einfamilienhäuser

Crafts co-operation and "bouwteam"-models

for the construction of low-cost one family-houses

- English Abstract -

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2005

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This abstract ist based on a study grant-aided by
"Stiftung für Forschungen im Wohnungs- und Siedlungswesen".
The sponsor is not responsible for the contents of the study.

English Abstract

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for the construction of low cost one-family houses

Demand for living in one-family houses is high and constant. Therefore current efforts to construct low cost and high quality one-family houses have to be continued and extended. Which possibilities open up for that by the commissioning of co-operations – of firms and planners – or by the so-called "bouwteam"-model from the Netherlands?

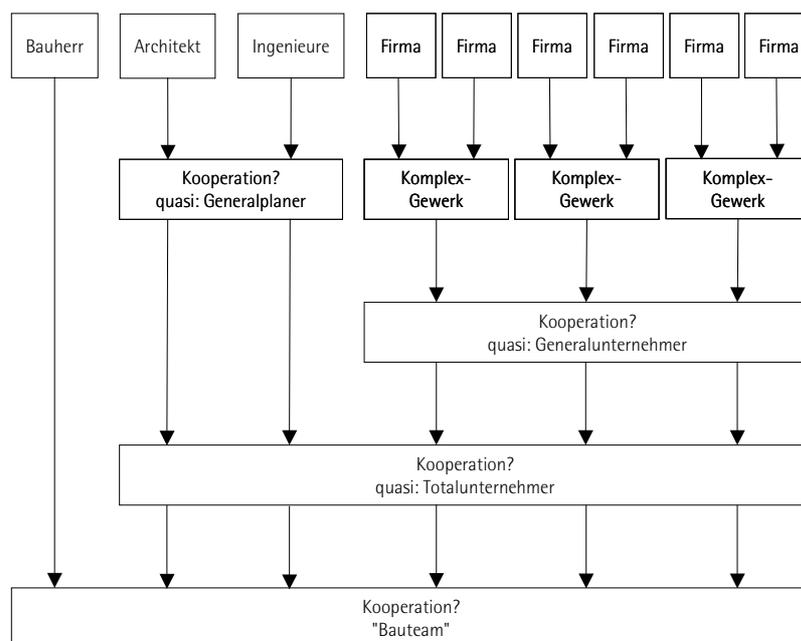
Working as a team

Co-operation means: There is a communicative working structure, in which the project aim has priority. It is necessary to develop and establish this aim in a way, that each party adopts it and participates in success and failure. Those parts and phases of the project, in which one party can gain advantages at the expense of another one, have to be kept small and have to be put on controls and sanctions.

In building projects co-operation means to reduce traditional hierarchies and to create new and close working relationships between all parties.

Practised forms of co-operation and "bouwteam"-models in Germany

The study is based on co-operation forms derived from the following structure, starting from the single partners in the first line of the scheme:



Based on the classical division of roles client – planners – crafts related and organisationally closely connected activities can be combined to more complex fields of work. The "bouwteam" shows the widest range of integration. In this case client, planners and building firms already work together on a very early stage of the project.

Co-operation models in the field of one-family house construction

The decline of individual house building – the user is the client – compared with turnkey offers of developers is due to the costs and the growing complexity of building. The risks in matters of quality, costs and schedules are highly estimated with individual projects. With turnkey offers for one-family houses clients expect in all respects less uncertainties and annoyance. The aim of co-operations is to reduce work load and stress for the client.

Suitability of co-operations for the construction of one-family houses

The projects are manageable and the required crafts can be favourably co-ordinated within the framework of self-organisation. They are also well handled in a team by smaller crafts enterprises, which have not a chance in the placing of big projects.

A hard struggle for prices especially in the lowest price segment, makes it difficult for craftsmen co-operations to position themselves in the market. The co-operations emphasize again and again, that they stick to their quality requirements and neither want to nor can yield to the cheap competitors; they look for the quality competition.

- ▶ Crafts co-operations operating as general contractor, mainly do addition, extension, reconstruction, renovation, renewal and rather rarely new constructions.
- ▶ Craftsmen co-operations offering complex crafts-combinations usually work with conventional project organisation and are more often applied for new constructions too.
- ▶ One-family houses planned and built by one team are offered especially by groups operating on the basis of all-in-offers including planning and realization for a fixed price.
- ▶ Building teams according to the "bouwteam"-model of the Netherlands are still rare. Usually the method is tested within the framework of model projects. Past experiences have shown, that they are more suitable for the construction of groups of residential buildings or mass-produce constructions less for a single one-family house. The reason for that is the high expenditure of development in building teams.

Advantages for the clients and buyers of one-family houses

Intensive co-operation of all project parties allows better control of costs, schedules and qualities. The aim of co-operation is to minimize risks for the client. They want to simplify building for and make it agreeable to the client.

Potential savings for the project are opened up by early contributing of all parties in case of the technical knowledge and the practical experience in economical constructions. Together with the client it is discussed, which solutions can be realized most economically by the crafts enterprises.

In co-operation models not only the lowest price is a matter but a reasonable ratio of cost and quality. The parties of co-operations emphasize, that they don't want to and cannot be just cheap but they want to offer a good rate of price and work. If a client builds with a craftsmen co-operation or a building team, he gets a better co-ordinated work. Considering a permanent co-operation even the routine contributes to a higher object and method quality.

From the clients point of view it is a big advantage that there is only one contact to deal with – representing all craftsmen regardless how many crafts are involved. But this contact must be able to direct the work of the team. With a well-rehearsed craftsmen co-operation or a building team frictional losses and thereby also time losses can be avoided. The economical advantages are quite obvious, because annoyance and conflicts cause additional expenses.

Spreading and establishing co-operative methods

There are many co-operation activities, but the intensive and as earliest as possible co-operation of all project parties is not self-evident for clients, planners and building firms. Whereas prospective customers of a private one-family house increasingly avoid the role as a client and buy their house from a developer or a tenderer of prefabricated houses, private client associations partly set a trend against that. Lay-clients make less use of alternative procedures and methods up to now, among professional clients co-operation projects are mostly grant-aided model projects so far.

► Offensive public relations:

In the media – in the press as on television – negative headlines dominate the coverage of the building branch. Crafts see a problem in the lack of a positive image of the building branch in public. To adjust this at least for local crafts enterprises an offensive and professional public relationship is necessary both individual by the co-operations for themselves and their products and from outside for co-operations altogether. Successful examples have to be promoted further out of the region. Experiences with co-operation projects in matters of results and difficulties have to be shown without flattering them – others can learn of that and disappointments can be avoided only that way.

► Motivation for team work:

To support the formation of co-operations especially the Chambers of Crafts already offer a lot of consulting, but it is regionally very different. Craftsmen don't believe in co-operation as a solution for the difficult situation in the building branch. And crafts-spanning team work has not stabilized yet. Craftsmen and planners have to be encouraged furthermore to team work. Even during the education of craftsmen crafts-spanning team work could be practised and thereby it gets normal.

- ▶ Promoting co-operation forms – considering differences and details:

It is true the terms co-operation and building team are on everyone's lips but they are talked about in a rather general manner. The parties feel a need for full information and exchange of experiences. Associations, consumer organisations, municipal administrations, ministries and last but not least experienced co-operators are called for that.

- ▶ Applying international experiences in co-operation models:

In Germany co-operation and partner-models are less common, a change of minds should take place from solo into team working. That is also meant for some basic conditions:

- ▶ Developing legal regulations:

A reform of the architect's right would be helpful, because architects involved in co-operations are still classified with their whole office as being in commercial building-business.

Achievements as integral planning, co-ordination of a building team are not enough covered by the common Fee Structure for Architects and Engineers.

What is useful for clients of one-family houses?

- Individuality, transparency, safety, release

Building with co-operations opens up the big advantage of individual planning and designing. Important are high transparency and safety in matters of the planning, the procedure, the schedules, the qualities and specially in matters of the costs too.

Considering these points of view building with a co-operation is an attractive alternative for the private client compared with buying a house. For the professional client it is an alternative to the commissioning of a general contractor. It is true that a "bouwteam", in which the client himself is integrated, brings less release but high transparency and safety to him, so that his individual aims are optimally. Are there any economic advantages? This is a question of the standard of comparison. Anyone who attaches importance to individual planning and building will attain a good cost-performance ratio with co-operations and building teams.

How to quote:

Weeber+Partner: Crafts co-operation and "bouwteam"-models for the construction of low cost one-family houses. English abstract of the research. Stuttgart 2005.

The study "Crafts co-operation and 'bouwteam'-models for the construction of low cost one-family houses" is supported by the "Stiftung für Forschungen im Wohnungs- und Siedlungswesen". The sponsor is not responsible for the contents of the study.

The report contains about 130 pages.

Content:

- ▶ Practised forms of co-operation and "bouwteam"-models in Germany
- ▶ Co-operations in detail
- ▶ Co-operation models in the field of one-family houses construction
- ▶ Spreading and establishing co-operative methods

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