

Building Procurement

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This book brings together over 40 papers presented at the 1992 International Construction Conflict Management & Resolution Conference held in Manchester, UK. Six themes are covered, including alternative dispute resolution, conflict management, claims procedures, litigation and arbitration, international construction, and education and the future. With papers from arbitrators, architects, barristers, civil engineers, chartered surveyors and solicitors, this book represents the first multi-disciplinary body of knowledge on Construction Conflict and will act as a unique source of reference for both legal and construction professionals.

Do recent moves in the construction industry towards collaborative working and other

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new procurement procedures really make good business sense? Procurement in the Construction Industry is the result of research into this question and it includes the first rigorous categorizing of the differences between procurement methods currently in use. In the process of carrying out this research, the team has produced a comprehensive study of procurement methods which looks in detail at the relative benefits and costs of different ways of working, with sometimes surprising results. As such, it is not only a valuable guide for practitioners on the complexities of the procurement process, but also an outline of the relevance of economic theory to the construction sector.

building culture describes how cultural buildings are conceived and procured, through a review of data, case studies and interrogation of the processes - an invaluable resource for anyone commissioning arts and cultural buildings in the UK. building culture is a uniquely comprehensive investigation that offers research, guidance, analysis of Covid impacts and recommendations for communities, arts professionals, commissioners, clients, architects, project teams and policy makers for future best practice. building culture contains:

- Contributions by eminent architects, competition programmers and a client
- Unique data analysis of the procurement processes of the sector
- Arts funding guidance and procurement analysis
- Resources and references.

building culture looks at the procurement data for 421 arts and heritage capital projects across the UK between 2013 and 2018 to establish what procurement route was taken, what guidance was provided and by whom, who were the consultants appointed, some examples of

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best practice and some less good, and lessons learnt. Based on this evidence and previous research, building culture then makes recommendations for the key funding bodies and those advising or undertaking arts and heritage capital procurement and projects. In order to understand the landscape of arts and cultural buildings and their procurement it has also been required to understand the funding ecology and specifically that of the national arts funding bodies. This is seen in the light of the current context as the sector responds to Covid, Brexit, austerity and the future challenges of a Climate Emergency. “Building Culture is a comprehensive survey and commentary of the processes and power of cultural development and its reach across the United Kingdom. The authors ... then present some of the urgent and important challenges and issues of our time ... expertly framed through a diverse set of exemplar projects as case studies ... situated ... within the complex ... world of planning, policy, and funding regimes. The result will prove an essential resource to students, practitioners and others looking to understand the world of cultural development with all its many challenges and opportunities ... The recommendations the authors present to us here are central to a dialogue which is much needed about the values and principles needed for our society in the future.” Donald Hyslop, Chair of Creative and Cultural Skills UK. “This in-depth study of how cultural spaces are conceived and procured is hugely valuable to clients and design teams who often work in seeming isolation creating and adapting projects ... It is especially valuable as returning from the pandemic we can

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appreciate the strategic and symbolic significance of cultural spaces and their role in coalescing places and sustaining relationships between people. The impressive depth and span of evidence gathered demonstrates how we could invest more wisely with a greater common understanding of the processes that prepare the ground for inspiring, robust and sustainable cultural buildings. The case studies demonstrate how this is done well.” Juliet Bidgood, Architect and RIBA Client Adviser.

The procurement of construction work is complex, and a successful outcome frequently elusive. Clients have developed increased expectations of the industry, and constructors and consultants are faced with far greater demands, to achieve improvements in terms of value for money and quality, in addition to seeking savings in cost and time. This book provides a critical review of current practices in building procurement and evaluates new approaches, particularly from the USA, together with discussing the drivers for change in traditional UK procurement approaches. It emphasises, in particular, the important need for clients to establish achievable objectives which reflect the client's business case for the project, and then to develop a strategy and management structure to meet those objectives. The book also examines procurement practices in Europe, including EU procurement procedures, and in China and the USA. It will be of interest to construction management postgraduates and researchers, as well as construction practitioners.

Procurement Systems details the whole spectrum of procurement issues in the

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construction industry, starting with the client /customer and running through managerial, cultural and IT-based issues. The book commences with an overview of previous work and a section on selection criteria is provided to enable practitioners to make their choices of procurement form. Importantly, performance comparisons of different procurement forms are discussed and the main emphasis of the book is to highlight best practice based on the most up-to-date research. One chapter deals specifically with developmentally orientated procurement issues in NICs (newly industrialised countries), where best practice is assessed from a different set of perspectives. The authors contributing to this book are among the most highly respected and eminent in the field.

This book explores the appropriateness of procurement strategies in certain situations. It argues that organisations should develop strategically aligned supply chains to deliver predictable and sustained performance improvements and asserts that the assumption that one approach is appropriate to manage all circumstances is flawed. It provides a framework to help organisations develop segmented approaches in the management of their construction supply chains built on fit-for-purpose relationships.

Building Procurement John Wiley & Sons

Building Procurement Systems is an indispensable guide to the various contractual arrangements for the procurement of buildings. The third edition incorporates developments which have occurred since 1990 and takes into account recommendations referring to the initial stages of building procurement contained in the Latham Report. The focus of the book is

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on fast-track options to the 'traditional' arrangement. The key to such options is the overlap of the design and construction stages as a means of reducing project time. A case-study of the time and cost effects of carrying out a commercial project using both systems demonstrates the strengths of each, thus confirming the benefits of the fast-track approach.. In addition to being an essential guide for clients of the construction industry and their advisors, Building Procurement Systems is also an invaluable resource for diploma and degree courses in procurement aspects of surveying, construction management, building, civil engineering and architecture.

The last three decades have seen the evolution of Public–Private Partnerships (PPPs) and Relationship Contracting (RC) as alternative procurement approaches to traditional methods of delivering public infrastructure. The potential for growth in these new forms of procurement has led to an on-going debate on the nature of requirements, particularly in terms of policy development, encouraging private investment and value for money. A key argument for Governments to procure projects using PPPs and RC is that the process delivers better value for all the stakeholders, including the community and asset end-users. This wide-ranging study of such crucial procurement issues includes international historical context, collaboration and risk management, with a focus on sustainable procurement approaches. The international significance of PPPs and RC procurement is reinforced with case study examples from the UK, Europe, North America, South Africa and the Asia-Pacific. It features cutting-edge research from around the world on subjects such as: Reviews and reflection of the PPP approach Project Alliancing Implementation of RC in developing countries Changes in procurement policy Value for money, collaboration and stakeholder involvement Growth and emergence of

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PPPs in Asia Risk management Including contributions from some of the world's most prominent academics and practitioners in this field, it is a crucial guide to the strategic choices governments now face for the provision of infrastructure, between using 'public' or 'private' mechanisms, or a combination of the two.

The Global Procurement Leader's Handbook is a practical application manual for procurement leaders of companies that do business worldwide. The book provides a detailed, step-by-step framework for building a world-class procurement function and achieving consistent and sustainable improvement. Combining feasible strategies, effective tools, and insights based on years of experience, the authors explain what it means to lead procurement with best practices; how to gain organizational commitment and engagement; how to be seen as a strategic leader in the organization and not merely as a support function; and specific ways to develop talent within the procurement function. The book begins with a comprehensive (and highly confidential) assessment of a company's readiness to embrace world-class procurement and whether the role of its procurement leader is positioned for success. In short, it helps you decide whether to accept this position if it is offered to you. Once you are in the functional leadership role, you and your leadership team are ready to develop a comprehensive plan for Procurement. The plan is addressed in three parts. B-Building Blocks of Functional Leadership: the requisite tools and techniques that every procurement leader must demonstrate U-Us: Our Relationships Clarifying your values and ensuring effective communications. Building trusted relationships with others in alignment with their unique needs and perceptions Taking the pulse of the key constituents (stakeholders?) and embracing their input Y-You: Your Leadership of the Function Assessing personal and organizational

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competence. Assessing the quality of the work performed. Designing new structures to support and enable new capabilities in an efficient way. Ensuring the talent priorities are aligned with the future requirements. Establishing your expectations of the procurement team and the organization."

This key text for the building team is an authoritative guide and gives a detailed account of the team's roles and responsibilities, with best industry practice required to ensure that building projects meet clients' expectations on time, cost and quality. The second edition of *The Aqua Group Guide to Procurement, Tendering and Contract Administration* has been edited, enlarged and updated by a high-profile author team with unparalleled experience of both private and public sectors, as well as of teaching on QS courses. It covers the entire building process from inception to final account and throughout, the emphasis is on current best practice. This edition has new material on the CDM regulations; JCT contracts; the RIBA Plan of Work; the RICS New Rules of Measurement; BIM; and Sustainability - as well as a general update for industry changes, especially on procurement; internationalisation; and PF1. With clear and thorough explanations, you are taken through self-contained chapters covering the detail of the briefing stage, procurement methods, tendering procedures, and contract administration. The period from starting a college course to successful completion of professional examinations represents a long and steep learning curve. The range of skills and the knowledge required to perform work efficiently and effectively might, at first, seem rather daunting. Although designed as an introductory textbook for undergraduates in construction, architecture and quantity surveying, *The Aqua Group Guide* offers an excellent overview of contract administration and will provide you with sufficient understanding to hold you in good

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stead for your early years in professional practice.

This book brings together some of the best practitioners and thinkers from around the world to discuss the likely future of information and communication technologies for the construction industry. It addresses a range of innovative developments, state of the art applications, research work and theoretical arguments with regard to the use of virtual technologies in design, construction and procurement. From a future oriented perspective, the book presents what can be expected from the next generation of these technologies.

Construction has been an industry characterised by disputes, fierce competitiveness and fragmentation - all major obstacles to development. Now, however, a relationship-based approach to project procurement, through partnering and alliancing, aims to bring about a fundamental change. This book addresses the critical relationship issues for a more collaborative and sustainable construction industry. It looks at how project procurement and project alliancing partner selection works, and how risk and crisis resolution are managed. It provides readers with guidance and models on how to put a relationship-based approach to procurement into practice, drawing on specific prototypes from an actual, successful project that can be adapted.

Innovative and novel, this book extends its coverage of the topic well beyond the

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conventional themes of project solicitation and proposal evaluation. Using extensive experience gathered over five years of teaching postgraduate courses, Walker and Rowlinson build on *Procurement Systems: A Guide to Best Practice in Construction* to present a comprehensive and coherent volume that is invaluable to the wider project management community. Cross-disciplinary in approach, coverage includes general historical issues and practical discussions of different types of projects and their procurement needs. It provides and discusses cutting-edge research and thought leadership on issues such as: stakeholder management ethics and corporate governance issues business strategy implications on procurement e-business innovation and organizational learning cultural dimensions human resource development. Helping readers to design project procurement implementation paths that deliver sustainable value, this indispensable volume is key reading for students, lecturers and professionals working in or studying project management.

The procurement stage of the building process is critical to the success of any building project, and as such must be understood by everybody entering the industry. *Introduction to Building Procurement* is designed to familiarize the novice with the principles and methods of building procurement, starting at the most basic level. With chapter summaries and tutorial questions provided

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throughout the book, the reader will get to grips with the following topics: the structure of the construction industry the nature of clients the historical development of building procurement methods the roles and responsibilities carried out in any project. Having developed the necessary background knowledge, the reader is then introduced to the more complex aspects of procurement in detail, such as: methods of paying contractors the main procurement routes in use standard forms of contract. The concluding chapter discusses emerging procurement trends, and speculates on future developments to bring the reader right up to speed with the modern industry. With its clear layout and highly accessible approach, Introduction to Building Procurement is the perfect introductory text for undergraduate students and professionals starting out on a career in quantity surveying, construction project management or construction commercial management.

First published in 2004. Routledge is an imprint of Taylor & Francis, an informa company.

Can contractors and specialists add value to a project by their early involvement in design, pricing, risk management and programming? How can this be structured and what role do contracts have to play? What is the impact on procurement and project management? Commentators from Banwell to Egan

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have recommended earlier contractor appointments, and this has also been linked to successful project partnering. How are the two related? Early Contractor Involvement in Building Procurement considers the case for a two stage procurement approach based on a system of agreed project processes during the preconstruction phase. It examines the ways in which a contract can describe and support this model throughout its procurement, partnering and project management, and is illustrated with case studies taken from projects and programmes across the construction and engineering industry. The roles of the various parties involved, the obstacles they encounter and the benefits they can achieve are examined in detail. There is practical guidance on how to improve speed, economy, sustainability, change control, dispute avoidance, and client satisfaction. This book bridges the gap between contract law, partnering and project management and will be essential reading for middle and senior management at construction contractors, consultants and clients in both the public and private sectors.

This set of proceedings is based on the International Conference on Advances in Building Technology in Hong Kong on 4-6 December 2002. The two volumes of proceedings contain 9 invited keynote papers, 72 papers delivered by 11 teams, and 133 contributed papers from over 20 countries around the world. The papers cover a

wide spectrum of topics across the three technology sub-themes of structures and construction, environment, and information technology. The variety within these categories spans a width of topics, and these proceedings provide readers with a good general overview of recent advances in building research.

Procurers and contractors increasingly need practical guidance for the strategic procurement of building services. Clients seeking to improve the delivery performance of the construction industry are increasingly using alternative procurement arrangements. These modern arrangements attempt to deliver a more strategic approach to achieving value for money. Yet little thought is ever given to the strategic importance of building services. No other single aspect of a project will affect project success more than the timely delivery of a fully functioning services installation. Beyond the normal considerations of time, cost and quality, building services have a series of unique requirements not normally considered. For the first time these unique requirements are combined in a single text, providing the reader with the definitive guide to building services procurement. The text reviews each of the major critical success factors and clearly explains the supporting processes that must be enacted to ensure success. It reviews the general nature of procurement systems and construction projects, and then explores the increasing importance that building services play both in the construction process and in determining success for the client. Each significant stage within the procurement process is explored by explaining its importance and

showing what decisions need to be made to develop a cohesive strategy. It concludes by giving a step-by-step guide to clearly develop and implement a building services procurement strategy.

The unanticipated spike in international food prices in 2007-08 hit many developing countries hard. International prices for food and other agricultural products increased by more than 100 percent between early 2007 and mid-2008. Prices for food cereals more than doubled; and those for rice doubled in the space of just a few months. The food price increases were particularly hard on the poor and near-poor in developing countries, many of whom spend a large share of their income on food and have limited means to cope with price shocks. An estimated 1.29 billion people in 2008 lived on less than \$1.25 a day, equivalent to 22.4 percent of the developing world population. In addition, the Food and Agriculture Organization estimated that 923 million people were undernourished in 2007. Simulation models suggested that poverty rose by 100-200 million people and the undernourished increased by 63 million in 2008. The World Bank organized rapidly for short-term support in the crisis, launching a fast-track program of loans and grants, the Global Food Crisis Response Program (GFRP). The GFRP mainly targeted low-income countries, and provided detailed policy advice to governments and its own staff on how to respond to the crisis. The Bank also scaled up lending for agriculture and social protection to support the building of medium-term resilience to future food price shocks. The International Finance Corporation responded

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by sharply increasing access to liquidity for agribusinesses and agricultural traders in the short and medium term, as well as new programs to improve incentives for agricultural market participants. This evaluation assesses the effectiveness of the World Bank Group response in addressing the short-term impacts of the food price crisis and in enhancing the resilience of countries to future shocks.

This second edition of Building Procurement has been revised to take into account recent developments in procurement, such as the Private Finance initiative, as well as some of the recommendations in the Latham Report and its working groups. The author sets out the basics of the building process, the principal players, along with general conventions and background information on building contracts and conditions of appointment for consultants. Fourteen case studies, based on real projects principally from the author's experience, are included to illustrate the progressive nature of procurement in practice. Examples of good and bad procurement decisions are given in the studies, with a postscript and comment on the reasons for success or failure.

"This book ... adds to the impressive 'legacy' of learning which is still emerging from the successful delivery of the London 2012 construction programme. The authors combine the reforming zeal of a champion for change, who was there every step of the way, with academic rigour, and the result is delivered with impressive passion and commitment to the topic ... All spenders and suppliers need to read this, to understand how conventional understandings of procurement fall so dramatically short when applied to

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high value-high risk acquisitions, which invariably is what large construction projects represent." —Don Ward, Chief Executive, Constructing Excellence, UK Successful construction is often attributed to one or more aspects of the delivery process from good planning, design and clever engineering to efficient project management and quality construction. Before any of these disciplines can begin, they all require some form of procurement to select the team or supply chain to meet a client's or a project's specific requirements. The concept of PSE - Purchase and Supplier Engineering - originated in the procurement of the construction and infrastructure required to stage the 30th Olympiad in London during 2012. At the time of writing PSE has successfully delivered almost £25bn of public procurement meeting client and project requirements and without legal challenge. The construction of the venues and infrastructure needed to stage London 2012 was such a resounding success that it boosted not only the reputation of the UK construction industry but also the confidence of the UK population in the country's ability to organise, build and run a major international event. Its success has been lauded as something from which clients and industry could learn. The ODA has established a comprehensive and informative body of evidence as part of a Learning Legacy. While the ODA is well aware of the many elements of the procurement and supply chain management, the complete end to end concept of how the Olympic supply chain procurements were managed has until now not been captured. For example, how does one buy the stage for an Olympic Games? How does

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one manage the details of thousands of contracts and the many firms of contractors, subcontractors and material suppliers and ensure that no one organisation adversely affects any other to the detriment of the programme? How are a client's requirements beyond those of the capital asset realised as part of the investment? How does one measure programme exposure, or manage performance? How does one measure capacity and the ability of firms to cope with the work and manage the risks involved? Programme Procurement in Construction: Learning from London 2012 covers the planning and preparation of a programme's procurement processes from understanding and developing the client's requirements, to monitoring performance based on the benchmarks contractors set out in their own tender submissions. The emphasis is on a close attention to detail to avoid surprises, while keeping a focus on the total programme. Purchase and Supplier Engineering provides an overview of managing the interest of firms in participating and the resulting capacity and workloads of all suppliers, including the main contractors and the critical subcontractors and material suppliers. Offering techniques, tips and lessons learnt from the implementation of PSE on London 2012 and Crossrail, this book is aimed at public and private sector clients, developers, senior management and those businesses and professionals involved in undertaking the procurement, supply chain management and delivery of multiple construction projects or complex major construction programmes. The guide that explores how procurement and contracts can create an integrated team

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while improving value, economy, quality and client satisfaction Collaborative Construction Procurement and Improved Value provides an important guide for project managers, lawyers, designers, constructors and operators, showing step by step how proven collaborative models and processes can move from the margins to the mainstream. It covers all stages of the project lifecycle and offers new ways to embed learning from one project to the next. Collaborative Construction Procurement and Improved Value explores how strategic thinking, intelligent team selection, contract integration and the use of digital technology can enhance the value of construction projects and programmes of work. With 50 UK case studies, plus chapters from specialists in 6 other jurisdictions, it describes in detail the legal and procedural route maps for successful collaborative teams. Collaborative Construction Procurement and Improved Value: Examines the ways to create an effective contract that will spell success throughout the procurement process Contains helpful case studies from real-world projects and programmes Explores the benefits of the collaborative construction process and how to overcome common obstacles Bridges the gaps between contract law, collaborative working and project management Includes the first analysis of the NEC4 Alliance Contract, the FAC-1 Framework Alliance Contract and the TAC-1 Term Alliance Contract

Provides a practical framework and toolkit for improved construction project outcomes based on trust and collaboration This book explores the concept of trust as a tool in improved

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construction procurement strategies, and provides important insight into the influence of trust on the success of construction projects and redevelopment programs. It is a practical guide that offers readers a solid outline and expert strategies for improving project outcomes through collaboration—ultimately proving that teamwork can really make the dream work. Building Collaborative Trust in Construction Procurement Strategies: A Practical Guide incorporates a toolkit, complete with flowcharts, to introduce certain trust building interventions within projects. It shows how initiatives and factors that influence collaborative trust can be easily implemented and embedded in construction management for improved practice. It also covers potential challenges, risks, problems, and barriers when it comes to trust. In addition, the book looks at the influences for collaborative trust in the construction industry as well as implications in practice for it in construction. It finishes by looking at the future of collaborative trust in construction procurement. Teaches the importance and influence of trust on collaborative working and partnerships principles Examines to what extent trust within collaborative working arrangements influences the success of collaborative working practices Covers the effect that certain factors and trust building mechanisms have on collaborative working and partnerships and how they can be embedded into procurement of projects Discusses what constitutes best practice and how trust in collaborative procurement practices influences the success of construction projects Building Collaborative Trust in Construction Procurement Strategies: A Practical Guide is an excellent book for construction management professionals, including clients, consultants, and contractors. It will also serve as a helpful text for undergraduate and postgraduate students and academics.

The International Olympic Committee announced on the 6th July 2005 that the Games of the

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30th Olympiad in 2012 will take place in the city of London. Three years later, a lot of preparation work has already been done to get London ready for hosting the world's most prestigious sporting occasion. Over 192 buildings have been demolished, one million cubic metres of soil excavated, two six kilometer tunnels and 200km of cabling are completed, and most of the contractors for the new sporting facilities are appointed. The Olympic Park will be at the centre of this large development project and spans two million square metres of the Lower Lea Valley in East London. Most of the new build venues and sporting facilities will be sited here; amongst them are the two flagship venues: the Olympic Stadium and the Aquatics Centre. The construction and operation of these sports facilities for the Games will be undertaken by the London Organising Committee of the Olympic Games (LOCOG). The delivery of the venues in time, within budget and to the required standard, however, is the responsibility of the Olympic Delivery Authority (ODA). The ODA is a non-departmental public body and acts in essence as the delivery organisation for all the construction activity. In the Pre-Olympic phase (2005- 2011) the construction of the Olympic venues will be at the centre of public attention, and scrutiny. Construction industry practices will be placed under the microscope in the time leading up to the Games, especially the ODA's developed and introduced strategy for procuring the infrastructure. This study aims to determine whether the procurement strategies chosen by the ODA are the right choice for delivering the two main venues in the Olympic Park in time, on budget and to the required quality. In order to answer this question, the approach of this study is to undertake extensive research in the subject area of construction procurement and to identify best practice in making procurement decisions for a project. In particular, the procurement strategies chosen by the ODA will be researched and

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their shortcomings identified. Based on this theoretical framework, the author will be able to undertake a systematic analysis of the decisions made by the ODA to procure the two most prestigious venues in the Olympic Park. As a main part of this analysis the author will conduct semistructured interviews with key people involved in the Olympics and with experts of MSc Management in Construction - the industry.

Profitable Partnering in Construction Procurement is a compilation of papers presented at the CIB W92 Symposium held in Chaing Mai, Thailand in January 1999. This volume, drawing on contributions from leading experts in construction contract procurement from 22 countries, addresses the issues of culture within organisations and national cultures and their impact on procurement, performance and profitability. Substantial coverage is given to private finance projects, privatised infrastructure projects, contractor selection and prequalification, decision support systems for procurement, management of design, contracts and contract documents, sustainable construction and the performance of procurement systems. Profitable Partnering in Construction Procurement is a reference for construction professionals and researchers, contract administrators and lawyers wishing to gain an understanding of the complex issues of harmony and profit in construction procurement.

As an industrial process, construction is unique. The procurement processes used to achieve the successful completion of built assets requires a different approach to that adopted in most other industries, due to the design of buildings being bespoke and the sites being geographically varied. The procurement process is central to the success of any construction project and many of the problems which impact construction projects can be traced back to the procurement phase, so a good understanding of the methods of procurement, the development

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of a procurement strategy and the influence it has on project success is essential for all those working in the industry. Much has changed in the global construction industry since publication of the second edition of Building Procurement, for example the increase in debt burden of many major economies, widespread adoption of Building Information Modelling (BIM) Technology in the industry and the United Kingdom's exit from the European Union. This new edition has been rewritten to take account of these significant developments, but at its core it continues to provide a critical examination and review of current procurement practices in the UK, continental Europe (including EU procurement procedures), China, Middle East and Sub-Saharan Africa and the USA. It retains its original strong emphasis on the need for clients to establish achievable objectives which reflect the project business case and focuses on development of suitable strategies and management structures to meet those objectives in the current construction climate. Building Procurement will be essential reading for senior undergraduate and postgraduate students of construction management and practitioners working in all areas of construction management.

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