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Nota di contenuto	BIGGER ISN'T NECESSARILY BETTER; CONTENTS; PREFACE; CHAPTER 1 HOME BUILDING-IS BIGGER BETTER?; The Home Building Boom; The Seeds of Consolidation; The Growing Dominance of Big Builders; Conventional Wisdom about Scale; The Virtuous Circle Hypothesis; Organization of the Book; CHAPTER 2 STUDYING THE HOME BUILDING INDUSTRY; Building the Machine for Living; Focus on Entry-Level Homes; Measuring Local Market Competitio; Survey Coverage and Content; Structure of the Survey; CHAPTER 3 BIG BUILDERS AT THE CORPORATE LEVEL; Builder Performance During the Boom; Securing Capital for Expansion Land Assembly StrategiesCorporate Branding and Customer Satisfac Conclusion; CHAPTER 4 LABOR AND SUBCONTRACTING PRACTICES; The

Construction Manager Model; Benefits and Costs of Improved Coordination; Coordinating On-Site Activities; Performance at the Construction Site; Conclusion; CHAPTER 5 ADVANCED OPERATIONAL PRACTICES; Emergence of the Third Supply Channel; Shifting Builder Priorities; Implementation of Advanced Practices; The Role of Local Market Conditions; Market Characteristics and Builder Performance; Conclusion; CHAPTER 6 INFORMATION AND COMMUNICATION TECHNOLOGY; ICT Background
Communicating with Customers Home Builders and Technology Use in the Back Office; Home Builders and Technology Use on the Site; Using Technology to Estimate Costs; Using Technology to Coordinate with Subcontractors and Suppliers; The Importance of Sharing; Factors Discouraging Greater Use of Technology; Conclusion; CHAPTER 7 LESSONS ABOUT BUILDER SCALE AND PERFORMANCE; Challenges of Improving Operational Performance; The Importance of Local Markets Revisited; Disentangling the Effects of Size and Location; Can Bigger Get Better?; CHAPTER 8 GAINING ADVANTAGE FROM SCALE Improve Subcontractor Coordination and Workforce Quality Increase Standardization and Preassembly of Components; Leverage the Power of Information Technology; Streamline Supply Chain Management and Logistics; Managing Risk in the Twenty-First Century; APPENDIX A JOINT CENTER ADVISORY PANEL FOR THE HARVARD HOME BUILDER STUDY; APPENDIX B SURVEY RESPONSES TO ICT QUESTIONS; REFERENCES; INDEX

Sommario/riassunto

Despite the growth of huge national home builders and industry consolidation that accompanied it, Bigger Isn't Necessarily Better shows that most builders did not improve their operational performance during the boom. As a result, the sector had a long way to fall as the economy collapsed about them. Given the importance of housing to the US economy, the book's lessons are critical to those in homebuilding as well as to policy makers, scholars, and the public.
