

MEGAPROJECT Case Study

Case compiled by: Dr. Athena Romboutsos

Contact details: athena@aegean.gr

Basic Project Information

Project Title	Athens Ring Road
Location	Athens , Greece
Purpose	To develop the inner ring and integrate a full road network for fast and safe transport in the entire Attika region, to provide connection from / to Athens International Airport , to connect the Patras – Athens and Athens – Thessaloniki highways
Scope	65km Motorway
Contractual Framework	Public-Private Partnerships (PPP's)
Relevant Physical Dimensions	65km urban motorway, 24 interchanges, 125 Overpasses/Underpasses, 38 railroad grade seperated crossings, 12 pedestrian overpasses, 56 no of bored & cut & cover sections, 15,4 km length of tunnels & cut & cover sections, Length of flood protection works, 3 lanes per direction + Emergency lane

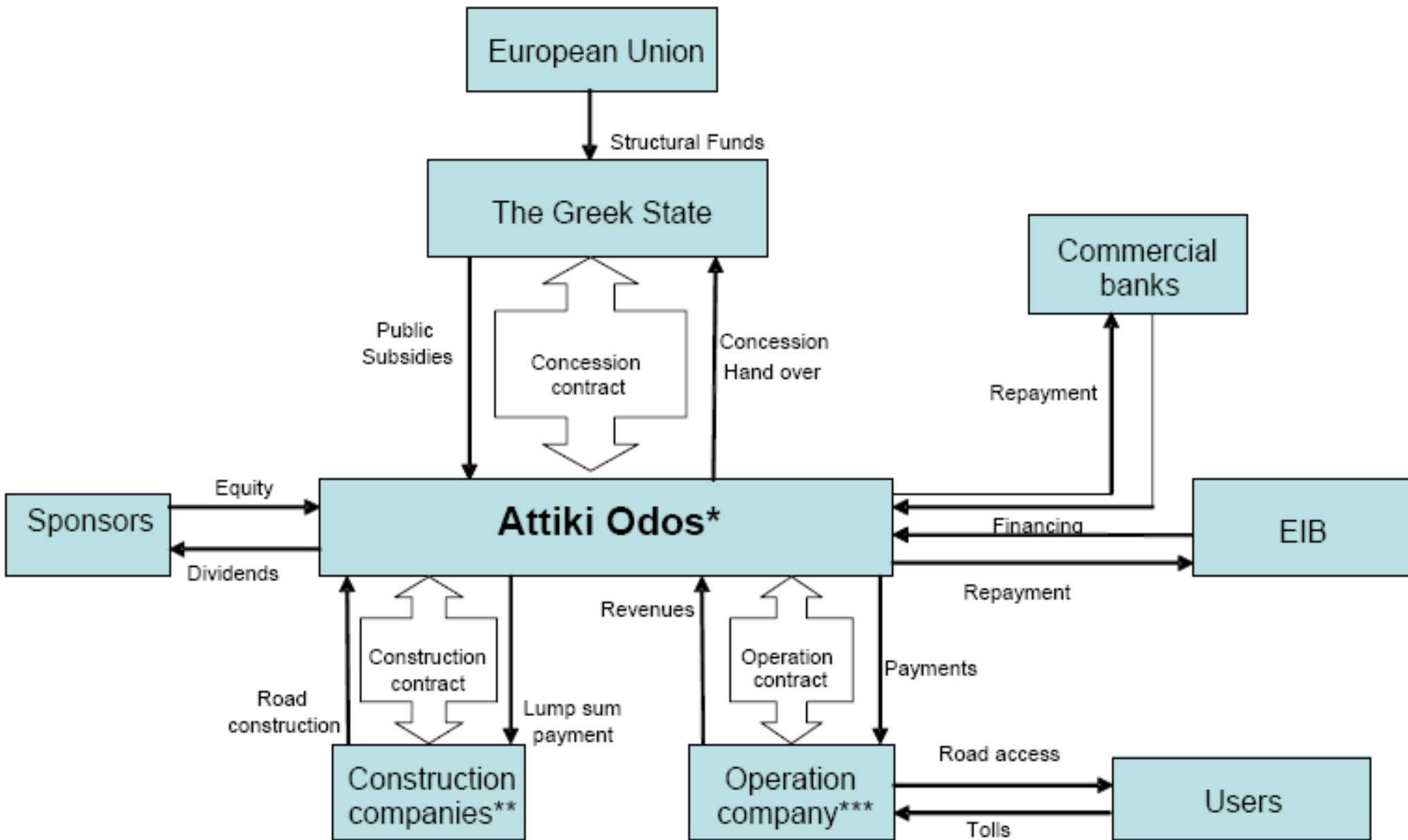
MEGAPROJECT Stakeholder Identification (Internal)

		Stakeholder Category	Case-Study	Comments (e.g. maturity, previous experiences of stakeholders, skills, influence on project)	
Internal	Supply-Side	Client	Greek State (Ministry of Environment, Physical Planning and Civil Works)	<i>Equity joint venture specifically formed for this project</i>	
		Financiers	Grant, E.U , EIB loan, EIF guarantees, Commercial loans and guarantees, Contractor company Attiki Odos SA		
		Sponsors	Concession Company Attiki Odos SA		
		Client's Customers	n/a		
		Client's Owners	n/a		
		Other internal supply-side categories (please specify)	Category	Case-Study	
			Site Owner	Greek State	
			ATTIKI ODOS CONSTRUCTION JOINT VENTURE	construction company for the project	
	ATTIKES DIADROMES S.A.		company which has undertaken the operation and maintenance of Attica Tollway		
		The Greek Parliament	The Parliament has the legislative duties of the Greek state. The concession contract and the EIA have been ratified by the parliament as Laws of the Greek state.		
	Demand Side)	Principal Contractor	Concession Company Attiki Odos SA is the company has undertaken the design, construction, financing, operation and maintenance of the motorway	Group of Companies Attiki Odos	
		First Tier Contractors	Group Pella (First candidate temporary contractor)		
			Group CONCIF (Second candidate temporary contractor)		
		Second Tier Consultants	n/a		
		Professional Services Providers	Jacobs Gibb Ltd. and SGI – Trademco were appointed as the Independent Engineer with their main duties being to supervise and monitor the works, provide certifications of progress and quality control, approve engineering plans and approve the necessity of any additional works required outside the concessioned object .		
Halcrow Bank Tech. Advisor					
Other internal supply-side categories (please specify)	Category	Case-Study			

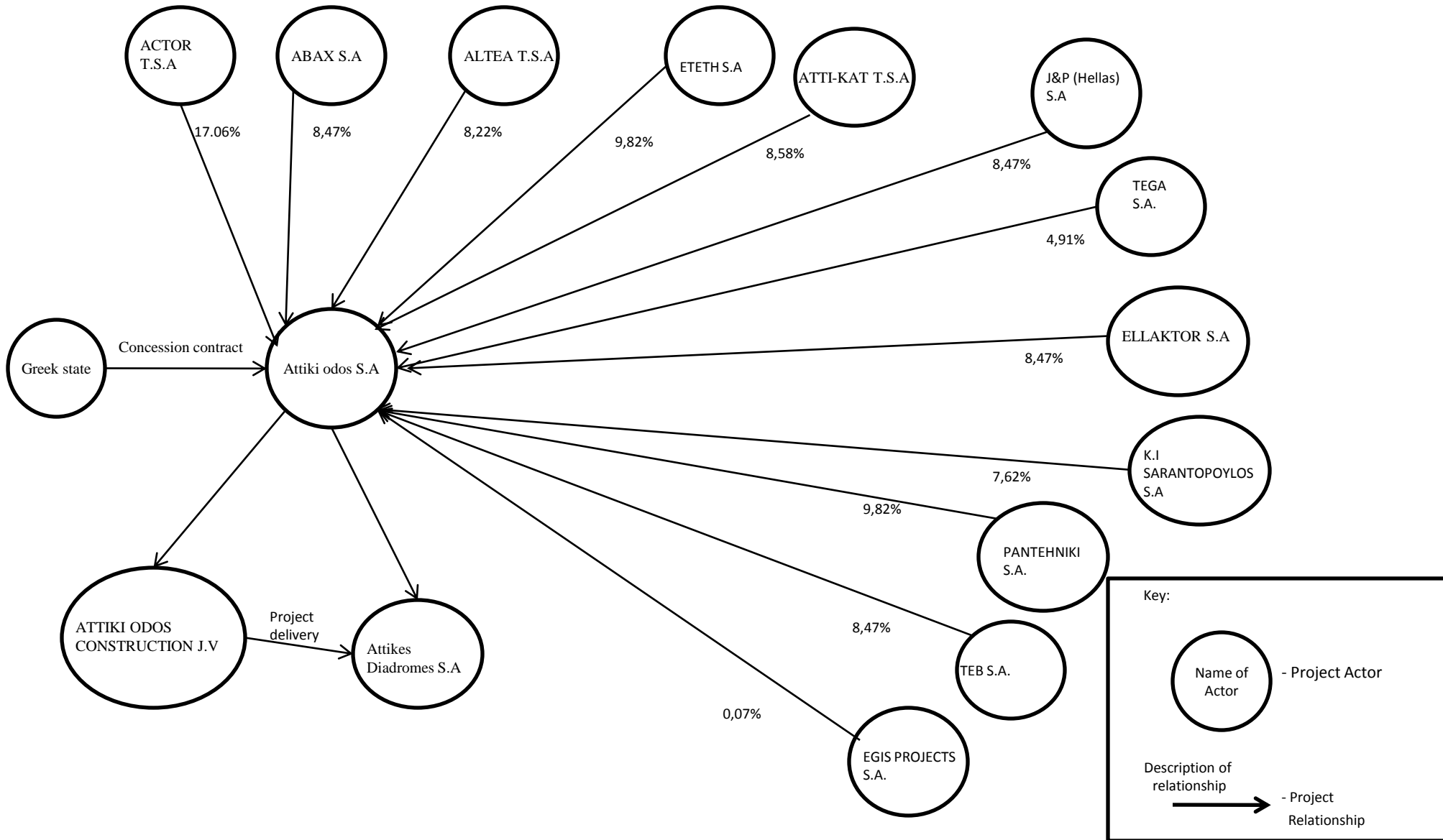
MEGAPROJECT Stakeholder Identification (External)

		Stakeholder Category	Case-Study		Comments (e.g. maturity, previous experiences of stakeholders, skills, influence on project)
External	Public	Regulatory Agencies	Traffic Police , Fire Brigade, Ambulance		
		Local Government	Thirty-three local, municipal and regional authorities in Attiki region		provide permits, authorizations and plans that were essential for the planning and progress of the works
		National Government	Greek Government		
		Other internal supply-side categories (please specify)	Category	Case-study	
		Archaeology	Approximately 200 specialised archaeologists, conservators and technicians worked on all aspects of the project, in order to investigate, detect, register and promote elements of cultural heritage		
	Private	Local residents	Attica Residents		
		Local Landowners	n/a		
		Environmentalists	The Environmental Terms for the ESSM section of Attiki Odos		
			The EIA of the Immitos Western Peripheral Motorway		
		Conservationists	n/a		
Archaeologists		n/a			
Other External Private stakeholders (please specify)	Category	Case study			
	Activists	I won't pay movement (appeared in year 2009)			

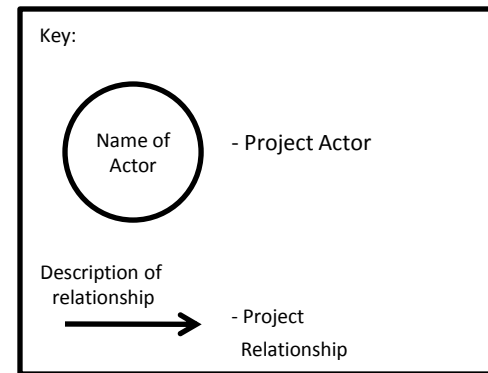
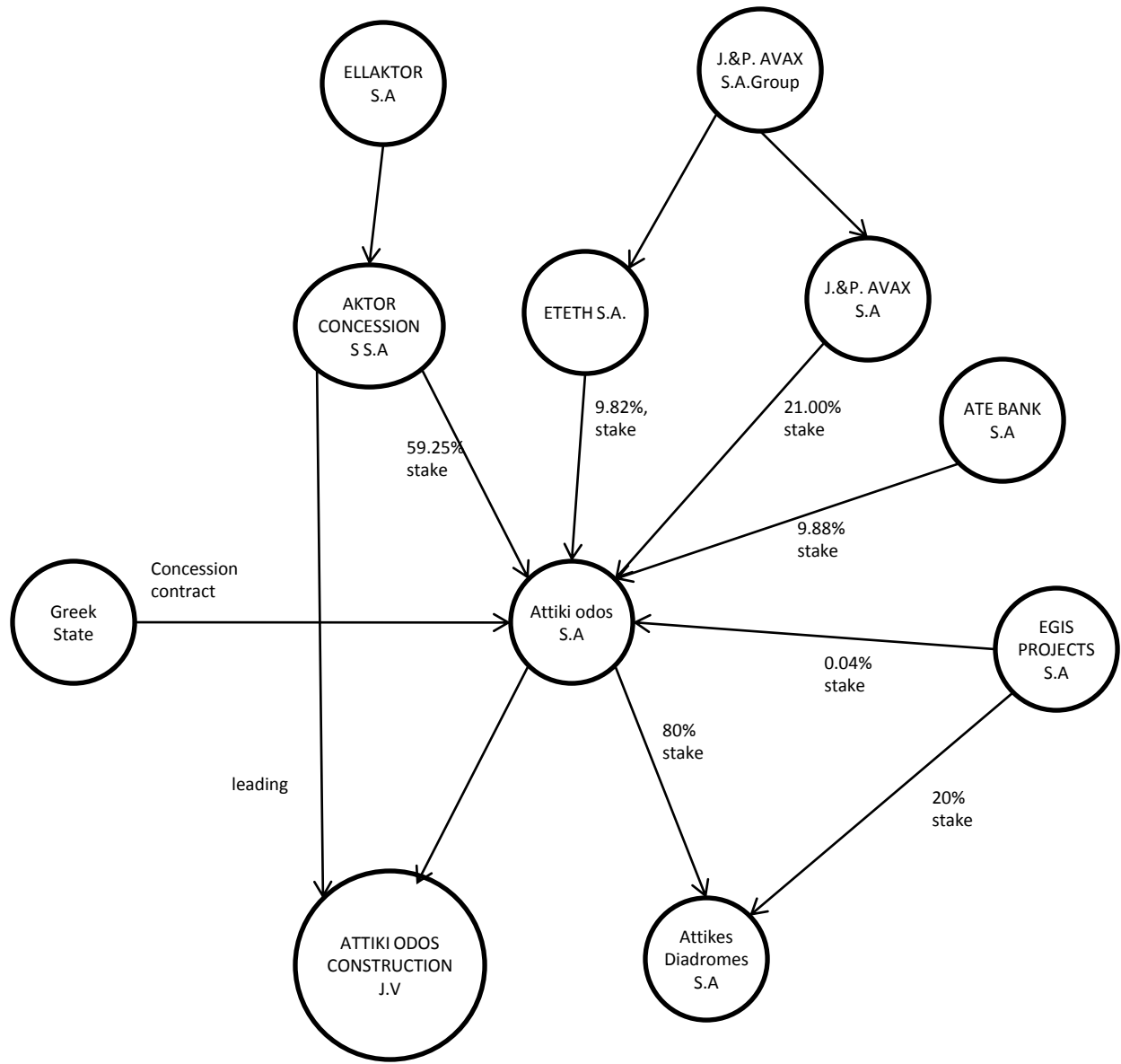
Athens Ring Road – Concession structure



MEGAPROJECT Stakeholder Relationship Maps 1996



MEGAPROJECT Stakeholder Relationship Maps 2011



MEGAPROJECT External Stakeholder Attitude Analysis

External Stakeholder	External Stakeholder's Attitude to this Project	External Stakeholder's Influence on project	Impact of Project on External Stakeholder
Greek Government			
Archaeology			
Attica Residents			
The EIA of the Immitos Western Peripheral Motorway			
Thirty-three municipals			
Activists			

MEGAPROJECT Internal Stakeholder Attitude Analysis

Internal Stakeholder	Internal Stakeholder's Attitude to this Project	Internal Stakeholder's Influence on project	Impact of Project on Internal Stakeholder
Greek State			
Concession Company Attiki Odos SA			
ATTIKI ODOS CONSTRUCTION JOINT VENTURE			
ATTIKES DIADROMES S.A.			
Halcrow Bank Tech. Advisor			
Jacobs Gibb Ltd. and SGI – Trademco			

MEGAPROJECT Project Management

Project Organisation

Client Project Team Size & Structure	n/a
Contractor Project Team Size and Structure	5000 employees
Sub-Contractor Project Team Involvement	n/a

Project Tools and Techniques

Please ✓ if present, x if absent , leave blank if unknown

Life-Cycle Costing Approaches **X**

Project Management Software **X**

Lessons Learnt Transfers

Stakeholder Involvement

Relationship Management Tools

Team Building Tools

Building Information Modelling (BIM)

Project Knowledge Management Tools **X**

Competency framework

Other Tools and Techniques or More Information

Project Processes

Risk Management Processes	Present (<i>describe below</i>) <input type="checkbox"/> Not Present <input type="checkbox"/> No Information <input type="checkbox"/> X
HR Management Processes	Present (<i>describe below</i>) <input type="checkbox"/> Not Present <input type="checkbox"/> No Information <input type="checkbox"/> X
Procurement Management Processes	Present (<i>describe below</i>) <input type="checkbox"/> Not Present <input type="checkbox"/> No Information <input type="checkbox"/> X
Integration Management Processes	Present (<i>describe below</i>) <input type="checkbox"/> Not Present <input type="checkbox"/> No Information <input type="checkbox"/> X
Scope Management Processes	Present (<i>describe below</i>) <input type="checkbox"/> Not Present <input type="checkbox"/> No Information <input type="checkbox"/> X
Time Management Processes	Present (<i>describe below</i>) <input type="checkbox"/> Not Present <input type="checkbox"/> No Information <input type="checkbox"/> X
Cost Management Processes	Present (<i>describe below</i>) <input type="checkbox"/> Not Present <input type="checkbox"/> No Information <input type="checkbox"/> X
Quality management Processes	Present (<i>describe below</i>) <input type="checkbox"/> Not Present <input type="checkbox"/> No Information <input type="checkbox"/> X
Communications Management Processes	Present (<i>describe below</i>) <input type="checkbox"/> Not Present <input type="checkbox"/> No Information <input type="checkbox"/> X

MEGAPROJECT Project Performance

Aspects of Performance Concerned with Doing the Project Right

	Original Targets and changes to targets	Actual Achievements Against Targets
Performance relating to time		Construction completed 2003 Concession hand over 2004
Performance relating to cost	Original Target cost approx. 1.2bn€	Project matched the Original Target cost
Performance related to achieving specification		

Aspects of Performance Concerned with Doing the Right Project

Stakeholder or Stakeholder Grouping	Original Aims of Project Involvement and Changes to these Aims	Achievement of these Aims

MEGAPROJECT Project Environment

Legal and Regulatory Environment

Legal and Regulatory Project Environment (regionally, nationally and Europe wide)	
Specific Legal and Regulatory events impacting on the project	Olympics Games

Political Environment

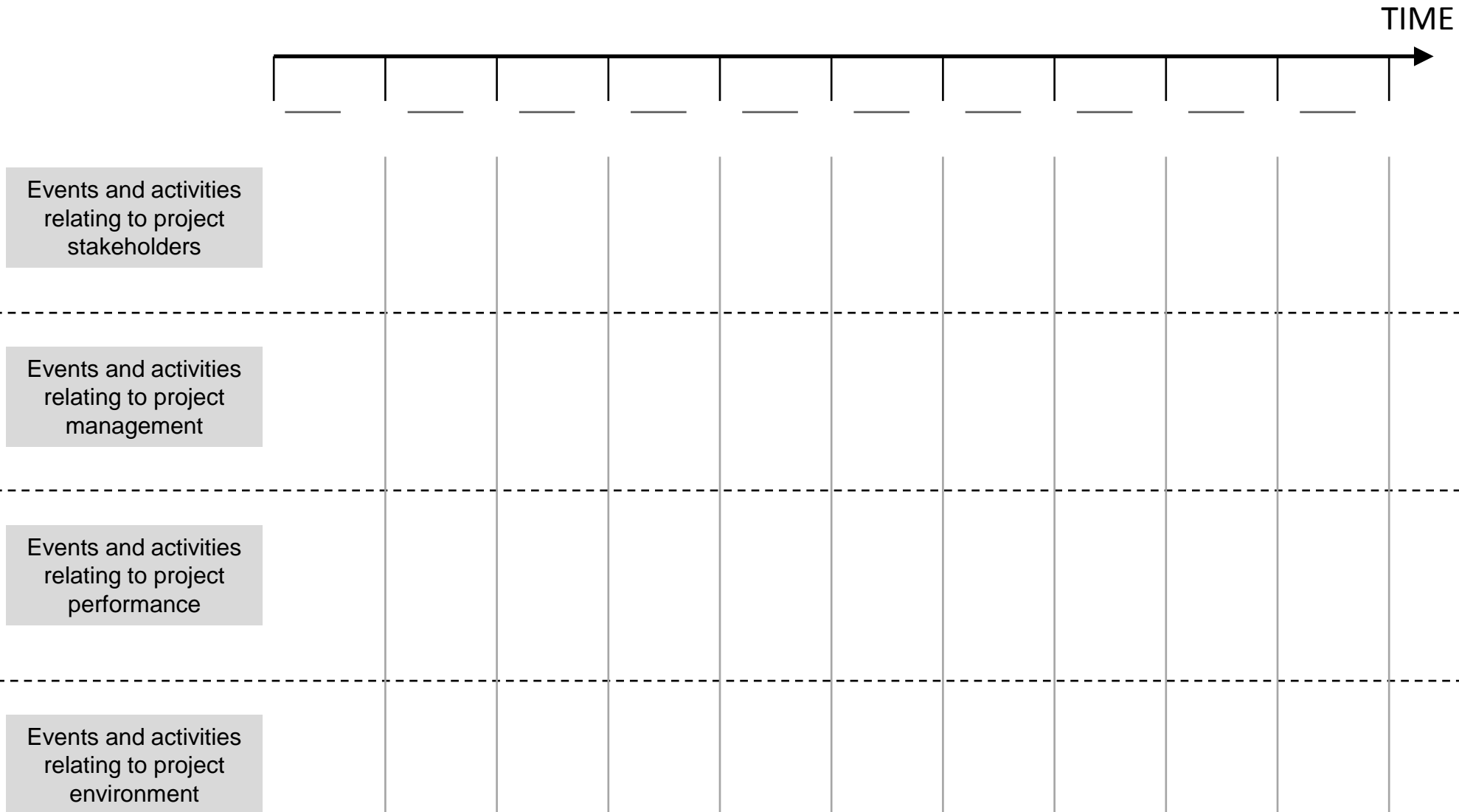
Political Project Environment	N/a
Specific Political Events impacting on the project	Olympics Games

MEGAPROJECT Project Environment

Economic Environment

Economic Project Environment	Positive
Specific Economic Events impacting on the project	Olympics Games

MEGAPROJECT Project Key Events and Activities Timeline



MEGAPROJECT Project Key Events and Activities Timeline

