

MEGAPROJECT Case Study

Case compiled by: Milen Baltov

Contact details: mbaltov@bfu.bg

Basic Project Information

Project Title	Design and Development of High-Technology Park Sofia
Location	Republic of Bulgaria, Sofia
Purpose	To provide increased investment opportunities and favourable science and business environment in order to maximise direct foreign and domestic investments in high tech sectors and foster economic development as part of Bulgaria's preparations for implementing EU cohesion policy upon accession.
Scope	To improve the research, technology and innovation infrastructure, and establish efficient conditions for attracting new high tech products, processes and services, thus increasing the economic development potential.
Total Project Value	420 mil EUR
Project Status (i.e.. initiation, planning, construction, operation, dismantling)	First phase performed – land design and prefeasibility study After changes in the OP Competitiveness this phase will be repeated
Contractual Framework (e.g. fixed price, cost-plus etc.)	50 mil EUR from the EU funds – the Operative programme Competitiveness of the Bulgarian Economy; 130 mil EUR as assets from the Bulgarian Academy of Sciences 20 mil EUR in form of design and regulations by the Sofia municipality and some 220 mil EUR expected by the high tech companies to enter the park in the form of the equipment and know-how to provide
Relevant Physical Dimensions (e.g. height, width, volume, length)	15 hectares of already performing as production and experimental activities plot in Sofia and some 3-4 additional appr .5 hectares plots in other cities in Bulgaria

MEGAPROJECT Stakeholder Identification (Internal)

		Stakeholder Category	Case-Study	Comments (e.g. maturity, previous experiences of stakeholders, skills, influence on project)	
Internal	Supply-Side	Client	Ministry of Economy, Energy and Tourism		
		Financiers	OP "Competitiveness", Sofia Municipality, Bourgas Municipality, Private sector		
		Sponsors	European structural fund and national government		
		Client's Customers	Potential investors in high tech parks		
		Client's Owners	Municipalities , Research and private sector		
		Other internal supply-side categories (please specify)	Category	Case-Study	
	Demand Side	Principal Contractor	Municipality of Sofia, Bulgarian Academy of Sciences		
		First Tier Contractors			
		Second Tier Consultants			
Professional Services Providers					
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				
		Local Government	Municipality of Sofia, Municipality of Bourgas etc.			
		National Government	Ministry of Economy, Energy and Tourism			
		Other internal supply-side categories (please specify)	Category Bulgarian SME Agency Invest Bulgaria Agency Bulgarian Academy of Sciences	Case-study		
	Private	Local residents	Population, industrial innovative and high tech companies which are active in the region , local scientific and educational institutions			
		Local Landowners				
		Environmentalists				
		Conservationists				
		Archaeologists				
		Other External Private stakeholders (please specify)	Category	Case-study		

MEGAPROJECT Project Management

Project Organisation

Client Project Team Size & Structure	
Contractor Project Team Size and Structure	5 Key experts in the following fields: Business Planning and Management, Marketing, Civil construction or Architecture, Finance, Business Management
Sub-Contractor Project Team Involvement	

Project Tools and Techniques

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

Life-Cycle Costing Approaches

Project Management Software

Lessons Learnt Transfers

Stakeholder Involvement

Relationship Management Tools

Team Building Tools

Building Information Modelling (BIM)

Project Knowledge Management Tools

Competency framework

Other Tools and Techniques or More Information

Project Processes

Risk Management Processes	Present (<i>describe below</i>) <input checked="" type="checkbox"/> Not Present <input type="checkbox"/> No Information <input type="checkbox"/> Elaboration of mature technical documentation for the investment projects; Timely preparation of the services tender dossiers; Delays in appointing the management teams and instability of management staff; Inability of municipal authorities to cover the running costs of the industrial zones; Worsening of the local economic environment and/or competitive position of the industrial zones with regard to other investment opportunities.
HR Management Processes	Present (<i>describe below</i>) <input checked="" type="checkbox"/> Not Present <input type="checkbox"/> No Information <input type="checkbox"/> Training needs assessment; Development and organisation of a management training programme for the key staff at each technological park; Identification of the legal entity models;
Procurement Management Processes	Present (<i>describe below</i>) <input type="checkbox"/> Not Present <input type="checkbox"/> No Information <input type="checkbox"/>
Integration Management Processes	Present (<i>describe below</i>) <input type="checkbox"/> Not Present <input type="checkbox"/> No Information <input type="checkbox"/>
Scope Management Processes	Present (<i>describe below</i>) <input checked="" type="checkbox"/> Not Present <input type="checkbox"/> No Information <input type="checkbox"/> SWOT analyses of more than 5 sites for technological park development; Identification of the main activities for high technology infrastructure improvement and development of R&D infrastructure; Set up of a comprehensive database for technological park site locations.
Time Management Processes	Present (<i>describe below</i>) <input checked="" type="checkbox"/> Not Present <input type="checkbox"/> No Information <input type="checkbox"/>
Cost Management Processes	Present (<i>describe below</i>) <input type="checkbox"/> Not Present <input type="checkbox"/> No Information <input type="checkbox"/>
Quality management Processes	Present (<i>describe below</i>) <input type="checkbox"/> Not Present <input type="checkbox"/> No Information <input type="checkbox"/>
Communications Management Processes	Present (<i>describe below</i>) <input checked="" type="checkbox"/> Not Present <input type="checkbox"/> No Information <input type="checkbox"/> Organisation of information days, promotional events, press conferences, etc.; publication of an informational web-site on the services offered by the industrial zones; Elaboration of standard presentations (for fairs) and a marketing plan with annual implementation programme for the industrial zones promotion.

Aspects of Performance Concerned with Doing the Right Project

Stakeholder or Stakeholder Grouping	Original Aims of Project Involvement and Changes to these Aims
Ministry of Economy, Energy and Tourism	Preparation of a programme for developing technological parks in Bulgaria
Local authorities, NGOs, private entities	Investigation and development of management models for technological parks
Local authorities, NGOs, private entities	Elaboration of business plans and marketing strategies for the technological parks
Local authorities (district and municipal)	Improvement of capacity at local level for promoting and attracting R&D investments
Local authorities, academic institutes and universities	Training and appointment of competent operational teams
District Administrations	Identification of sites for further infrastructural development
Bulgarian Investment Agency	Building of a data-base of investments and appropriate industrial, research and business locations

MEGAPROJECT Project Environment

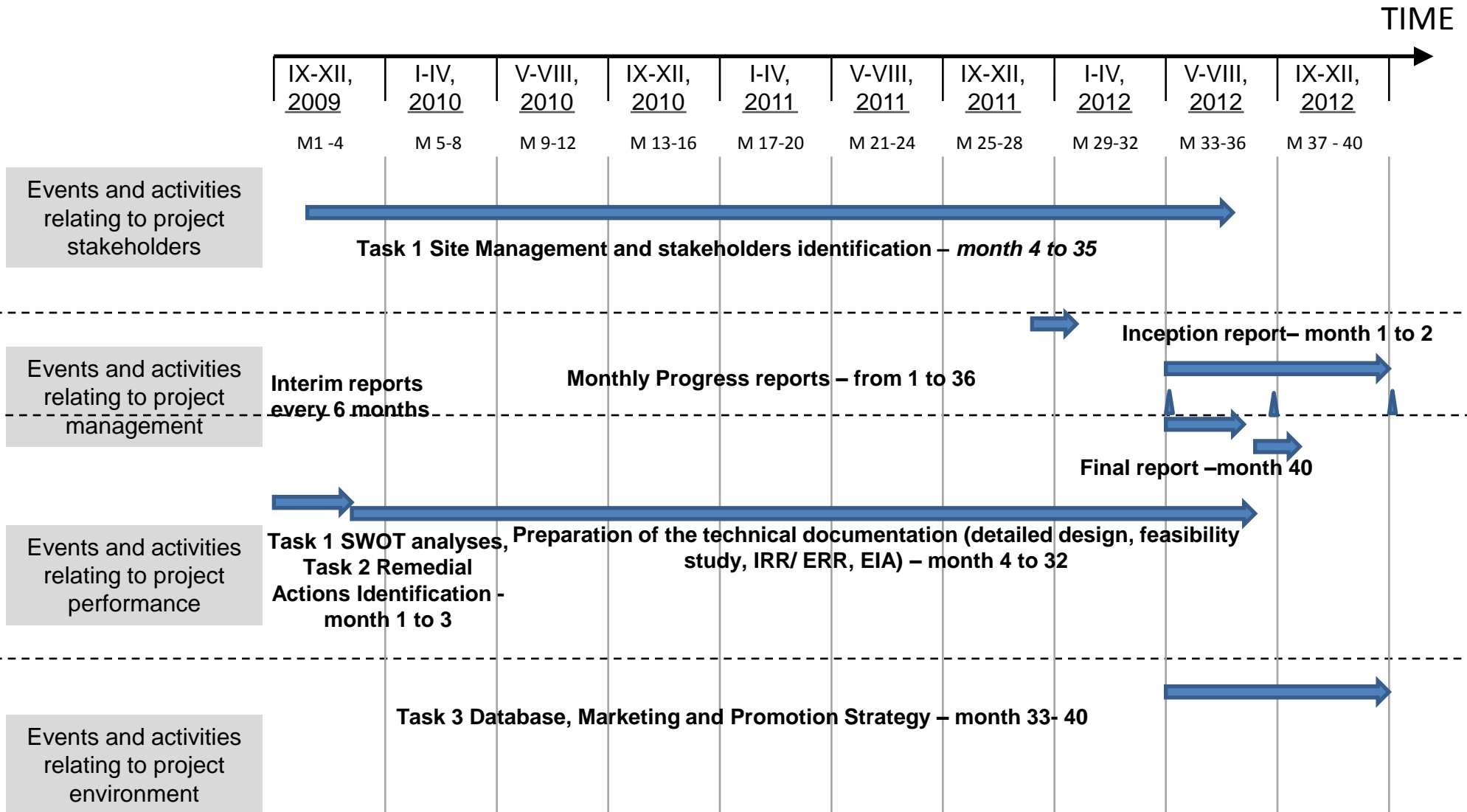
Legal and Regulatory Environment

Legal and Regulatory Project Environment (regionally, nationally and Europe wide)	National strategy for science investigations, Investment Promotion Act, National Strategy for Investment Promotion, Law on Spatial Planning, Law on Environmental Protection, Law on State Property, Law on Municipal Property, Law on local taxes
Specific Legal and Regulatory events impacting on the project	Draft Innovation Law

Political Environment

Political Project Environment	Goals of the high tech and industrial development, conformity with existing policies of the government related with the examined region; Engagements of the terrestrial regulation at national and regional level focusing also on the potential smart specialization in some economic sectors
Specific Political Events impacting on the project	Aiming to improve the competitiveness of the Bulgarian economy according the Governmental strategy vision 2020

MEGAPROJECT Project Key Events and Activities Timeline



Sustainability

<p>Sustainability</p> <p>Comments on the relationship of the project to issues of sustainability</p>	<p>The technological parks investments and promotion: support economic restructuring in regions with lower adaptability to the competitiveness of Bulgarian economy, dynamic market conditions; provide positive social and demographic effects in long-term perspective by creating new attractive jobs, accessing to a higher level of technology and reducing the disparities in the economic development of regions; enforce the renovation of existing R&D infrastructure and/or creation of appropriate new one; attract further research and high tech investments with perspective to higher value added production and services.</p>
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