

24/03/2021

9:00 a.m.

Room to be  
defined

POLITECNICO DI  
TORINO

Virtual room  
Link Zoom



## Transport market liberalisation, tendering and competition. The role of contract management

Workshop: 40 hours

Credits: the number of CFU will be defined by each Board of Studies (Collegio di Corso di Studi)

Calendar:

24<sup>th</sup> March 2021      8<sup>th</sup>, 9<sup>th</sup>, 14<sup>th</sup>, 21<sup>th</sup>, 28<sup>th</sup> April 2021<sup>7th</sup>      7<sup>th</sup>, 25<sup>th</sup>, 26<sup>th</sup> May 2021

Venue: Blended teaching. Room to be defined and Virtual classroom

The course will be held by outstanding experts with high international reputation in the workshop topics, coming from Leonardo, Thales, Hitachi Rail, Alstom, ADR Center and Partner at Studio Legale Gabellini & Associati, Politecnico di Torino.

Registration to the workshop: send an e-mail within the 17<sup>th</sup> of March to:  
[RegistrazioneWorkshopPronello@outlook.com](mailto:RegistrazioneWorkshopPronello@outlook.com)

Scientific Coordinator: Prof. Cristina Pronello

Lecturers: Marco Bardazzi, Domenico Coiro, Rachele Gabellini, Manuel Giros, Alessandro Mannelli, Flavio Petrilli, Cristina Pronello, Stefania Tafuri, Dario Zimmardi



POLITECNICO  
DI TORINO



UNIVERSITÀ  
DEGLI STUDI  
DI TORINO



Dipartimento Interateneo di Scienze, Progetto e Politiche del Territorio  
Eccellenza MIUR 2018-2022



24/03/2021

9:00 a.m.

Room to be  
defined

POLITECNICO DI  
TORINO

Virtual room  
Link Zoom



## Transport market liberalisation, tendering and competition. The role of contract management

WORKSHOP  
context

The increasing liberalisation of the transport market is part of the current economic and international transport policy and is set within the legal and institutional framework of the different transport modes in Europe. Following the liberalisation of air transport and freight transport, local public transport is now also subject to competitive tendering for the provision of services. In addition, as of 2020, national high-speed lines have been liberalised and, as of 2023, public transport lines will also be opened up to competition, with exceptions but with conditions for unprofitable ones. Finally, in 2033 all existing contracts will be terminated. The opening up of markets worldwide poses challenges for companies both in the preparation of the tender and in the management of the contract. Contract management is now an increasingly sought-after curricular skill for companies working on large contracts both domestically and internationally. The increasing use of Design-Build-Operate-Maintain (DBOM) models for the realisation of large infrastructure projects in Europe and worldwide introduces new contractual specificities and complexities for the actors involved. The workshop, strongly oriented towards the world of work and professional practice, is aimed at providing the foundations of this discipline to graduates in technical, economic or legal disciplines who wish to start a professional career in this field, introducing learning opportunities in direct interaction with concrete cases. During the workshop, particular case studies will be considered related to the realisation of large infrastructure projects. In the future, competition and tenders will play an increasingly important role not only in the construction of large infrastructure projects, but also in the provision of services, given the limited resources (including, but not only, economic resources) available.

Expected  
Learning  
Outcomes

At the end of the professional training activity, students will take a written test (multiple-choice test), which will provide them with a certificate of participation in this professional training, useful for job prospects. In addition, students may be awarded the number of CFU assigned by each Board of Studies, if they pass the examination. It is expected that students will acquire knowledge, skills and tools on the subject of the professional training activity, since it is essential that they know how to manage highly complex plans and projects in the future and to contribute, thanks to a multidisciplinary and interdisciplinary approach, to the solution of the problems posed by the great challenges at different territorial levels.



POLITECNICO  
DI TORINO



UNIVERSITÀ  
DEGLI STUDI  
DI TORINO



Dipartimento Interateneo di Scienze, Progetto e Politiche del Territorio  
Eccellenza MIUR 2018-2022



24/03/2021

9:00 a.m.

Room to be  
defined

POLITECNICO DI  
TORINO

Virtual room  
Link Zoom



## Transport market liberalisation, tendering and competition. The role of contract management

In the framework of the professional training activity, the following topics are addressed:

Introduction. Liberalisation of the transport market, tendering and competition:

- legislative evolution concerning tenders in the transport sector and service contracts;
- innovative models of financing local public transport, with reference to different European experiences;
- market liberalisation and major challenges in the short, medium and long distance collective transport sector;

The evolution of technological trends in the transport market and the methodologies and lessons learned for the execution of an integrated mega project; the role of contract management:

- highly complex integrated projects relating to urban areas;
- the contract in general, the notion of contract and the contract in the international context. Possible contract models (FIDIC, NEC, etc.);
- preparation of a contract, critical moments of the contract and communication management;
- exercise on how to write a contract;
- public procurement under Italian law; temporary associations and consortia;
- the role of the Contract Manager, the main contractual issues (scope, time and risk management, guarantees, payments, claims, etc.);
- Terms and Conditions: criticism;
- elements of negotiation, litigation and technical arbitration in procurement contracts: techniques, styles and multicultural environment;
- exercise on negotiation.



POLITECNICO  
DI TORINO



UNIVERSITÀ  
DEGLI STUDI  
DI TORINO



Dipartimento Interateneo di Scienze, Progetto e Politiche del Territorio  
Eccellenza MIUR 2018-2022



24/03/2021

9:00

# Transport market liberalisation, tendering and competition. The role of contract management

## COURSE SYLLABUS

24 March 2021

9:00 – 13:00

Cristina Pronello

Liberalisation of the transport market, tendering and competition. Legislative evolution of tenders in the transport sector and service contracts. Innovative models of financing public transport, with reference to different European experiences. Liberalisation of the markets and major challenges in the short, medium and long distance public transport sector.

8 April 2021

9:00 – 13:00

Manuel Giros

The role of Project Director.

- Kick off meeting with assignment of role and mandates
- How to manage relationship with Customer
- How to manage relationship with Suppliers
- Feed back to Project Team and actions check
- Preparation to claim
- Negotiation with Customer/suppliers
- Lesson learned.

8 April 2021

14:00-18:00

Alessandro Mannelli

Integrated complex urban transport projects.

- Technologies for transportation;
- System integration value chain in a Mega Project;
- Tender management: securing a manageable contract during the bid phase;
- Clear roles identification and relationships management within the Project Team: the WWW approach;
- Project planning: how to set up a «sustainable» schedule, beyond budget, resources and time definition;
- Projects costs, time and performances progress: internal and external Stakeholders perspectives;
- Innovative project methodologies and «collaborative design» approach;
- The importance of an effective communication with the Project Team and external Stakeholders: Team motivation as key factor for commitment, leading to Project success.

9 April 2021

9:00-13:00

Domenico Coiro

Introduction to Contract Management / Terms and Conditions: criticism.

Introduction to Project & Contract Management: what is a project, what is a contract, essential elements for contract definition, how the tender process takes place (RFQ, response, etc.); the role of the contract manager; typologies of contracts (EP, EPC, EPCm, turnkey, etc.) and of industrial organisation. Lump/sum and re-measurable contracts and other typologies.

Exercise 1: Analysis of a project, analysis of an RFQ and identification of key elements.

14 April 2021

9:00 – 13:00

Marco Bardazzi

Managing Complex Project

- What is a Project and where complexity can be found
- Project lifecycle
- Project control and monitoring
- Stakeholders management
- Project performance indicators
- Value of the Project Team
- The importance of soft skill



POLITECNICO  
DI TORINO



UNIVERSITÀ  
DEGLI STUDI  
DI TORINO



24/03/2021

9:00

# Transport market liberalisation, tendering and competition. The role of contract management

## COURSE SYLLABUS

21 April 2021

9:00 – 13:00

Flavio Petrilli

Megaprojects and Risk Management.

Project control for the construction industry: estimating, costing and scheduling techniques in construction. Performance measurement. Project monitoring and cost controlling, earned value analysis, cash flow management.

Definition of risk. Risks in construction industry. Risk management process. Risk identification in domestic and international projects. Quantitative and qualitative risk analysis methods. Risk response strategies. Case studies on risk management practices in construction industry. Exercise 2: In the reference project, prepare the WBS, prepare an outline plan, identify risks and produce a risk register.

28 April 2021

9:00 – 13:00

Stefania Tafuri

Contract law: general principles. Negotiation. The principle of good faith. Pre-contractual and contractual liability.

The execution of the contract. Breaching good faith principle during contract negotiation: pre-contractual or contractual liability?

Breach of contract. Compensation for damage. Examples of compensable damages. Exercise 3: within the reference project, analyse the issues due to a failure to comply with terms & conditions of an amicable settlement related to a contractual breach.

7 May 2021

9:00 – 13:00

Flavio Petrilli / Domenico Coiro

Claim management in the construction industry. The SCL Protocol. Extension of time claims and associated costs. Delay analysis: prospective vs. retrospective methods (impacted as planned, windows analysis, time impact analysis, collapsed as built). Issues in delay analysis: float ownership, concurrency, constructive acceleration, disruption. Claimable damages. Elements of dispute resolution.

Exercise 4: In the reference project, identify delays, prepare a delay analysis - "Jungle" game.

25 May 2021

10:00 – 18:00

Rachele Gabellini / Dario Zimmardi

Contract and Conflict Management through Negotiation.

From awareness to action. Value creation between human interaction and business goals. Exercise 5: In the reference project, identify and manage the dimensions of negotiation through a scientific learning process. Elaboration of a negotiation map to maximise and best pursue one's objectives. Exercise 6: Interactive discussion and experiential exercise aimed at putting the examined concepts into practice.

26 May 2021

9:00 – 13:00

Joint sitting

Final exercise and exam.



POLITECNICO  
DI TORINO



UNIVERSITÀ  
DEGLI STUDI  
DI TORINO



Dipartimento Interateneo di Scienze, Progetto e Politiche del Territorio  
Eccellenza MIUR 2018-2022