

# THE BUCHAREST UNIVERSITY OF ECONOMIC STUDIES



**Business Administration Doctoral School**

## **PhD-THESIS**

Presented and publicly defended by the author:

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**Title of the PhD-Thesis:**

**POSSIBILITIES FOR IMPROVEMENT OF BID SUCCESS  
RATE IN INTERNATIONAL PLANT ENGINEERING  
THROUGH THE APPLICATION OF PROJECT  
MANAGEMENT METHODS**

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**Bucharest, 2024**

## a) Content:

<b>DEDICATION.....</b>	<b>I</b>
<b>SUMMARY, REZUMAT .....</b>	<b>II</b>
<b>TABLE OF CONTENT (Deutsch) .....</b>	<b>III</b>
<b>TABLE OF CONTENT (English) .....</b>	<b>VII</b>
<b>LIST OF ABBREVIATIONS .....</b>	<b>XI</b>
<b>LIST OF FIGURES .....</b>	<b>XIII</b>
<b>LIST OF TABLES .....</b>	<b>XV</b>

<b>INTRODUCTION.....</b>	<b>1</b>
1. Problem and relevance of this scientific research.....	1
2. Basics to project management and bid phase in plant engineering .....	4
3. Objectives and research question.....	6
4. Determination of methodology.....	10
5. Procedure for literature research.....	15
6. Procedure for case study .....	19

<b>PART I: CURRENT STATE OF KNOWLEDGE IN THE RESEARCH AREA .....</b>	<b>22</b>
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<b>CHAPTER 1: CURRENT TRENDS IN INTERNATIONAL PLANT ENGINEERING ..</b>	<b>22</b>
<b>1.1 Overview of international plant engineering and its special features .....</b>	<b>22</b>
1.1.1 Classification according to company size .....	23
1.1.2 Scope of services and complexity .....	24
1.1.3 International clients and business partnerships .....	25
1.1.4 Summary of the classification of international plant engineering .....	25
<b>1.2 Sales as a business process in plant engineering .....</b>	<b>26</b>
1.2.1 Organizational structure and process, process map in plant engineering .....	26
1.2.2 Sales phase and contract execution as a project chain .....	28
1.2.3 Bid process as a primary process in plant engineering.....	29
1.2.4 Key figures in technical sales, bid valorisation .....	30
1.2.5 Benefits of optimizing business processes .....	33
1.2.6 Summary of sales as a business process .....	34
<b>1.3 Relevant types of contract award and sales strategy in plant engineering .....</b>	<b>35</b>
1.3.1 Types of tender and award procedures .....	35
1.3.2 Contract types in plant engineering .....	37
1.3.3 Sales strategies .....	38
1.3.4 Project development process before the offer is made .....	39
1.3.5 Summary of the types of award and the sales strategy .....	40
<b>1.4 Summary of the current trends in international plant engineering .....</b>	<b>41</b>

<b>CHAPTER 2: OFFER PHASE FROM THE PERSPECTIVE OF PROJECT MANAGEMENT .....</b>	<b>42</b>
2.1 Project orientation in international plant engineering .....	42
2.2 Differentiation of project types .....	43
2.3 Notes on the application of project management in the offer phase .....	45
2.4 Criteria for the project worthiness of an offer process .....	47
2.5 Classification of an offer project as a small project .....	48
2.6 Summary of the offer phase from the perspective of project management .....	49
<b>CHAPTER 3: CENTRAL PROJECT MANAGEMENT METHODS .....</b>	<b>50</b>
3.1 Project management methods and the resulting project plans .....	50
3.2 The central project management methods in detail .....	51
3.3 Use of the central project management methods in the bid project .....	57
3.4 Summary of the central project management methods .....	59
<b>CHAPTER 4: APPROACHES TO BID COSTS AND PRICING IN THE BIDDING PROCESS .....</b>	<b>60</b>
4.1 General consideration of project costs in plant engineering .....	60
4.2 Costs of the bidding phase .....	61
4.3 General pricing in international plant engineering .....	63
4.4 Strategy for bidding calculation in plant engineering .....	64
4.5 Risk premiums in pricing .....	64
4.6 Summary of bid costs and pricing strategies .....	67
<b>CHAPTER 5: REQUIREMENTS FOR SUCCESSFUL BIDDING IN INTERNATIONAL PLANT ENGINEERING .....</b>	<b>69</b>
5.1 General requirements .....	69
5.2 Project manager in the bid project .....	70
5.3 Project start in the bid project .....	72
5.4 Teamwork and communication .....	74
5.5 Project close down in the bid project .....	76
5.6 Individual project management methods applied to a bid project .....	80
5.7 Measuring project success in the bid project .....	84
5.8 Summary of the requirements for successful bid preparation .....	85
<b>SUMMARY OF THE CURRENT STATE OF KNOWLEDGE .....</b>	<b>87</b>

**PART II: PERSONAL CONTRIBUTIONS AND STUDIES ..... 88**

**CHAPTER 6: STUDY ON THE SELECTION AND PRIORITIZATION OF OFFER  
PROJECTS IN INTERNATIONAL PLANT ENGINEERING .....88**

<b>6.1</b>	<b>Prioritization of projects in portfolio or multi-project management</b> .....	<b>88</b>
<b>6.2</b>	<b>Key figures for portfolio management controlling</b> .....	<b>90</b>
<b>6.3</b>	<b>Model and methods for prioritization in project portfolio management</b> .....	<b>92</b>
<b>6.4</b>	<b>Indicators for selection and project prioritization management</b> .....	<b>94</b>
<b>6.5</b>	<b>Flow chart of selection and evaluation</b> .....	<b>96</b>
<b>6.6</b>	<b>Summary of the selection and prioritization of offer projects</b> .....	<b>97</b>

**CHAPTER 7: STUDY ON THE ORGANIZATION OF THE SALES PHASE IN A  
PROJECT-ORIENTED COMPANY IN INTERNATIONAL PLANT  
ENGINEERING .....99**

<b>7.1</b>	<b>Description of the selected company</b> .....	<b>99</b>
	7.1.1 Business model, size, purpose and organization of the company .....	99
	7.1.2 Analysis of the existing project organization .....	100
	7.1.3 Organizational structure in the selected company .....	102
	7.1.4 Order processing and project organization .....	104
<b>7.2</b>	<b>Business process of the company under consideration</b> .....	<b>107</b>
	7.2.1 Existing functional organization .....	109
	7.2.2 Order process as business processes .....	109
<b>7.3</b>	<b>Special features of the sales phase in the case study</b> .....	<b>118</b>
	7.3.1 Selection of bids .....	118
	7.3.2 Specifications for the offer calculation .....	120
<b>7.4</b>	<b>Summary of the organization of the sales phase</b> .....	<b>121</b>

**CHAPTER 8: STUDY ON THE SUCCESS OF BIDDING IN INTERNATIONAL  
PLANT ENGINEERING IN AUSTRIA AND SOUTHEAST EUROPE ..122**

<b>8.1</b>	<b>Scope of this study</b> .....	<b>122</b>
	8.1.1 Overview of the case studies, costs and time estimations .....	122
	8.1.2 Procedure for evaluating the observations .....	126
	8.1.3 Procedure for evaluating the data series .....	128
	8.1.4 Summary of the research framework .....	128
<b>8.2</b>	<b>Qualitative evaluation of the observations</b> .....	<b>129</b>
	8.2.1 Overview of the observations on the central project management methods ...	129
	8.2.2 Observations assigned to the central project management methods .....	130
	8.2.3 Lessons learned by main areas of consideration .....	139
	8.2.4 Observations on the organizational structure and business processes.....	142
	8.2.5 Summary of the qualitative evaluation of the observations .....	144
<b>8.3</b>	<b>Quantitative evaluation of the data series</b> .....	<b>145</b>
	8.3.1 Overview of the data series, sums, averages, percentiles .....	145
	8.3.2 Chronological development .....	152

8.3.3	Number of project management methods used in comparison with literature	154
8.3.4	Determination of the correlation coefficient “R” for the available data series	156
8.3.5	Further evaluation of the data in relation to the order volume and in regards of the number of PM methods used .....	159
8.3.6	Evaluation of the offer success and information on target achievement .....	170
8.3.7	Summary of the quantitative evaluation of the study .....	175
<b>CHAPTER 9: OPPORTUNITIES FOR IMPROVING THE SUCCESS RATE OF TENDERS USING THE EXAMPLE OF A PLANT ENGINEERING COMPANY IN AUSTRIA AND SOUTHEAST EUROPE .....</b>		<b>176</b>
<b>9.1</b>	<b>General findings from the case studies examined and success criteria when preparing bids .....</b>	<b>176</b>
<b>9.2</b>	<b>Success criteria for bid preparation in plant engineering .....</b>	<b>176</b>
<b>9.3</b>	<b>Application of project management methods .....</b>	<b>178</b>
<b>9.4</b>	<b>Bid success rate in plant engineering .....</b>	<b>179</b>
<b>9.5</b>	<b>SWOT analysis of the given matrix - project organization .....</b>	<b>179</b>
<b>9.6</b>	<b>Suggestions for organizational re-design .....</b>	<b>181</b>
<b>9.7</b>	<b>Summary of possibilities for improving the tender success rate .....</b>	<b>180</b>
<b>CONCLUSIONS .....</b>		<b>183</b>
<b>LITERATURE .....</b>		<b>1</b>
<b>APPENDIX 1: FLOW CHART ACCORDING TO QMS .....</b>		<b>2</b>
<b>APPENDIX 2: RESULTS OF THE STUDY - OBSERVATIONS .....</b>		<b>3</b>
<b>APPENDIX 3: DATA SHEETS .....</b>		<b>22</b>
<b>APPENDIX 4: RESULTS OF THE STUDY -CORRELATIONS .....</b>		<b>26</b>
<b>APPENDIX 5: LIST OF PUBLICATIONS .....</b>		<b>27</b>

## **b) Keywords:**

Project Management, Bid Management, International Plant Engineering and Construction, Project Management Methods, Bid Success Rate.

## **c) Summary:**

International plant engineering is characterized by the uniqueness of the projects and their great complexity due to the interaction of different trades as well as the high technical and legal requirements and the multitude of project-specific risks. Studies by ETH Zurich found that around 60% of the cause of losses in order processing can be found in the offer phase.

The success of the offer preparation is therefore the basis for successful contract processing and the offer phase is therefore the central business process.

Since the 1990s, companies in this sector have increasingly used project management, as defined by various international standards such as the Project Management Institute (PMI, 2021) or the International Project Management Association (IPMA, 2021).

In the sense of recognizing patterns of problem shifting according to Senge (2017) and the functional analogy according to Karmasin & Ribig (2019), an attempt was made to apply project management, which has already been successfully established in the contract processing process, to the tender phase in an analogous manner and to determine how the application affects the success of the tender.

Research on the market and at other companies in the industry as well as in the relevant project management literature provided indications that project management methods are also used in the tender phase, but no concrete instructions for action or even a concrete prediction of profitability could be found.

To answer the question, both knowledge of the industry and the engineering/scientific boundary conditions as well as business management knowledge are necessary. The tender phase in plant engineering in general and in international plant engineering in particular is not accessible to a comparative study of a number of representative companies due to the uniqueness of the individual project tasks. For economic reasons, the companies naturally do not reveal their strengths and weaknesses in the tendering process. Furthermore, the same companies do not always apply for the same projects and only in exceptional cases do they apply for the same task a second time when a tender has to be repeated (and even then, it

cannot be assumed that the same companies will apply again). The aim was therefore to examine the effectiveness and efficiency of project management methods in the tender phase within a selected, representative company.

First, in accordance with the relevant literature, the task was narrowed down to international, construction-oriented plant engineering and to the basics of project management relevant to the study. Based on the project management standard of the IPMA and the PMI, 13 "central PM methods" (PMA, 2018) were described, which serve as a reference for the following study in the company under consideration. These are 1. Project Assignment, 2. Objects of Consideration, 3. Object Structure Plan, 4. Stakeholder Analysis, 5. Workpackage Breakdown Structure, 6. Milestone Plan, 7. Organigram, 8. Responsibility Matrix, 9. Workpackage Specifications, 10. Bar Chart, 11. Resource Plan, 12. Cost Plan and the Project Management Handbook as the 13th method.

Then, in a study, the efficient selection and prioritization of offers was analyzed and indicators (Key Performance Indices, KPIs) were determined. The key indicators are the "contribution to the corporate strategy", the expected "margin" and the expected "order volume".

The next focus was the analysis of the process and organizational structure in a company in international plant engineering, with the focus being on the selection and offer process. As an interim result, organizational weaknesses were identified and opportunities for improvement were developed.

In another study at a representative company, 26 examples from a period of 12 years were systematically processed. In the first step, 385 observations were extracted from the totality of the available information (notes, lists, graphics, e-mails, minutes, internal reports and presentations, status reports, internal correspondence and service instructions). Observations that either reveal one of the 13 project management methods in the sense of the IPMA or contain experiences for other projects, so-called lessons learned were classified as relevant to the objective.

In the second step, the data series from the study were evaluated in quantitative terms. The number of project management methods used was compared with the project size, the use of personnel and the success of the offer. In addition, a formula was derived to estimate the costs of preparing the bid depending on the expected project volume, which can also be transferred to similar companies in the industry by adapting the average personnel costs.

The offer success rate was considered to be an important quantitative parameter. This is calculated as the quotient of the successful offers divided by the offers submitted. With regard

to the definition of "successful offers", a distinction must be made between "project management success" and "business success" because ultimately the actual award of the contract, i.e. the business success, also depends on external factors that the offer team cannot influence.

In total, 73% of the offers in the case study were successfully prepared and submitted (project management success) and 50% of all offers were then actually commissioned (business success).

The qualitative evaluation shows that the five methods 1. Project Assignment, 2. Objects of Consideration, 4. Stakeholder Analysis, 6. Milestone Plan, 7. Organigram and 10. Bar chart were successfully applied, but that there is also a need for action in terms of responsibilities, authorities and roles in the tender team, in the clarity of communication in the team and with the project partners and in the project completion after the tender has been submitted.

The quantitative evaluation of the case study shows that the actual order (business success) does not depend on the order volume. Offers for larger projects require a higher overall staff deployment, but the time required for the tender management does not depend on the order volume, but only on the number of methods successfully used.

The overlay of the qualitative and quantitative investigation shows that the PM methods 4. Stakeholder Analysis, 5. Workpackage Breakdown Structure, 6. Milestone Plan and 8. Responsibility Matrix have the greatest influence on PM success. Of these four main PM methods, the application of methods no. 4. Stakeholder Analysis and 6. Milestone Plan, as well as the time spent by the bid manager, had the greatest influence on business success.

From a quantitative perspective, for comparable companies in plant engineering, the hit rate can be expected to almost double when applying the main PM methods (from 33% to 71% in the company examined).

In the final summary of all studies, the findings were clustered with regard to the fields of action "bid management", "bid start", "teamwork and communication", "bid calculation", "bid completion" and "bid success" and formulated in the sense of a recommendation for action for use by similar companies.



## d) Curriculum Vitae

### PERSONAL INFORMATION

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### WORK EXPERIENCE

01/02/2017–  
ONGOING

#### Technical Manager Group International

STRABAG Wassertechnologies, Donau-City-Straße 9, 1220 Vienna

- Business Development (market research, acquisition, market strategy, bids);
- Team Leader (8 direct reports) and
- Branch Office Director Ghana (30 Employees);
- Project Management (Bid Management, Contract Management, Site Management)
- Coordinator of permanent office and project office
- Technical design and organisational concept;
- Project financing;
- Strategic cooperation (joint venture, subcontractor);
- Contracting, claim management;
- Procurement strategy, litigation;

01/06/2015-  
30/01/2017

#### Project Manager, Department Manager Water

Edtmayer GmbH, Wien (Austria)

- Business Development industrial Water & Wastewater;
- Project Manager (4 - 8 project team members, divers, multilingual, 2 to 4 sites parallel);
- Coordinator of permanent residential offices in Vienna and Croatia
- Technical design and organisational concept;

01/06/2015-  
30/01/2017

#### Project Manager, Department Manager Water

Edtmayer GmbH, Wien (Austria)

- Business Development industrial Water & Wastewater;
- Project Manager (4 - 8 project team members, divers, multilingual, 2 to 4 sites parallel);
- Coordinator of permanent residential offices in Vienna and Croatia
- Technical design and organisational concept;

01/10/2002–  
30/09/2014

#### Project Manager – Regional Manager

WTE Wassertechnik GmbH - Branch Office AUSTRIA, Maria Enzersdorf (Austria)

- Business Development manager SEE (market research, acquisition, market strategy, bids);
- Team Leader permanent sales team (4 direct reports) and
- Project Manager (4 - 8 project team members, divers, multilingual, 2 to 4 sites parallel);
- Project Management (Conception phase, bid, design, purchase, contracting, execution, start-up);
- Coordinator of permanent residential offices in Serbia, Montenegro, Slovenia and Romania;
- Technical design and organisational concept;
- Project financing;
- Strategic cooperation (joint venture, subcontractor);
- Contracting, claim management;
- Procurement strategy, litigation;

01/11/1999–  
30/09/2002

#### Project Manager

Lohberger & Thürriedl; Consulting Engineers, Linz - Freistadt (Austria)

Design, Procurement, Contracting, Site Supervision in :

- Drinking Water Treatment and Water Transport
- Sewerage Networks
- Waste Water Treatment
- Rain Water Treatment
- industrial Wastewater Treatment

- Constructed Landfills
- QMS: Managing the initial certification for QMS by Standard ISO 9001
- IT - Coordinator (branch Office Freistadt)

01/10/1995–  
31/10/1999 **Freelancer (Project Team Member)**

**Lohberger & Thürriedl, Biogest; TB Frömmer, TB Wöss et al, (Austria)**  
Construction Engineer (CAD); Technical Calculations; Process Design  
Geodetical Survey, Testing and Laboratory Analysis

#### EDUCATION AND TRAINING

01/10/2015–30/09/2024 **PhD Studies** EQF level 8  
Bucharest University of Economic Studies  
**PhD in Economics/ Business Administration I EQF level 8 I**

16/09/2014–  
12/04/2019 **Executive Management MBA** EQF level 8  
Donau-Universität Krems (Austria)  
Organisation, Business Law, Labour Law, Ethics in Business, Sustainable Development;  
Human Resources, Financing Management, Marketing Management, Business Administration;  
Entrepreneurship

01/09/1990–30/06/1999 **Dipl.-Ing. Water Management & Environmental Engineering** EQF level 7  
University of Natural Resources and Life Sciences, Vienna (Austria)  
General: Hydraulics, Soil Science, Structural Design, Statistics, Planning  
Occupation: Water Treatment, Waste Water Treatment, Landfill, Architectural Design  
  
Master Thesis: "Optimization of Waste Water Treatment Plant in Dairy Industry Ried im Innkreis"

01/09/1984–  
30/06/1989 **Matura (College Diploma)**  
College for Electrical Engineering, Linz (Austria)

#### PERSONAL SKILLS

Mother tongue(s) German

Other language(s)	UNDERSTANDING		SPEAKING		WRITING
	Listening	Reading	Spoken interaction	Spoken production	
English	C2	C2	C1	C1	C1
Spanish	B1	B1	A1	A1	A2
Romanian	A2	A2	A1	A1	A1
Serbocroatian	A2	A1	A1	A1	A1

Levels: A1/A2: Basic user - B1/B2: Independent user - C1/C2: Proficient user  
[Common European Framework of Reference for Languages](#)

**Communication skills**

- Presentations and Speeches; Press Releases, Public Information
- Contract negotiation (Civil works, Operation, Consortium/Joint Venture, Sub contracts, Supplier)
- Negotiation Manager in Application procedures for building Permit, Water Permit

**Organisational / managerial skills**

Executive Management:

- Head of Department SEE since 2005 (Responsible for HR and Budget)
- Technical Director of branch Office Austria since 3/2006.
- Sales Director SEE (4 direct reports)

Project Management:

- Role of Sponsor / Project Owner since 2006 (Team Development)
- Role of Project Manager since 1999 (Social Leadership, Motivation)

Social Competence:

- Team Leader in Project Teams (4 - 9 members plus subteams)
- Divers Team structure (Engineering, legal, finance...)
- Intercultural Leadership (Teams origin from different countries, branch Offices)
- Team Language English

Job-related skills

Project Management:

- Resource Management; Project Work Plan (Bar Chart)
- Work Breakdown Structure, Gant / Pert
- Project Cost Plan, Calculation, Controlling
- LEAN Management in Construction

Legal:

- Contracts
- Procurement Law
- Liability law, Patent Law, Environmental Law

Sales and acquisition:

- Project acquisition (AUT, CEE, SEE)
- Project financing, funding (Worldbank, IPA, EBRD, EIB,...)
- Organisational Models (PPP, BOT, dbfo, Concession, ...)
- Competitive Bidding, Calculation by national and international Standards in works and Engineering

Design & Site Supervision:

- Process Design (particularly in water and wastewater Treatment)
- Conceptual Design, Detailed Design
- Geodetical Survey, 3D - Modelling
- Hydraulical calculations,
- Site Supervision, Site measurement
- Plant Start up

Computer skills

- Very experienced in Office applications (Word, Excel, PowerPoint)
- Very experienced in MS Project
- Good experience in AutoCAD

IT - Coordinator and IT - Security Officer at WTE branch Office Austria

## ADDITIONAL INFORMATION

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Certificates

- zSPM, Certified Senior Project Manager (IPMA Level B)
- QME, Qualified Management Executive (EN 17.024)
- Authorization for Engineering (Consulting Engineers)
- Authorization for Management Consulting

Memberships

- PMI Project Management Institute, Chapter Austria
- PMA Projekt Management Austria
- WdF Economical Forum of Executives
- DWA German Association for Water and Wastewater Deposit and Landfill.
- Alumni Boku Vienna
- ÖEAV Austrian alps community.

Honours and awards

SMBS (University of Salzburg Business School) from 2003 to 2008:  
Lecturer at Seminar "Legal environment and procurement law in Project Management"  
ÖWAV (Austrian Water and Waste Management Association):  
Member in working committee "Procurement Law".  
WKO (Austrian Chamber of Commerce) from 9.2009 – 6.2017  
or Immigrants: Supporting academic immigrants.

- Publications**
- 03/2015: ÖWAV - Guide Book 33: Guide for Procurement Procedures in Water, Wastewater and Deposit Management, 2<sup>nd</sup> Edition;  
Casati C.; Rauch M.; Götzl P.; Holoubek M.; et al
- 04/2007: MUT Masterplan Environmental Technology;  
Ministry of Land, Water, Forestry
- 02/2007: Partnership instead of privatisation:  
Rauch M.; Journal IWA; Water Utility Management International
- 10/2005: Needs to involve the private in water and wastewater?  
Rauch M.; Bulletin 15th National Conference; Patronatul Serviciilor Publice Romania
- 10/2005: Methods for cost efficient Organisation and Procurement of WWTP  
Rauch M.; Starkl M.; Wiener Mitteilungen, Book 194, Vienna
- 
- 11/2021–ongoing **“Design & Build Water Treatment Plant Sekondi-Takoradi”, Ghana**  
Client: Ghana Water Company Ltd.  
Position: Project Director, Branch Office Manager  
Description: Capacity 100.000m<sup>3</sup>/day; raw water intake, pre-sedimentation, flocculation, dual-media filtration, disinfection, clear water reservoir, high lift pumping station  
Services provided: Detailed Engineering and Procurement of electromechanical Equipment, Pipe Laying, Civil Works & Installation, Training of local Operator, Commissioning  
Financing: Commercial Loan (Export Credit Facility)
- 08/2020–11/2022 **“Engineering, Procurement & Construction of Water Supply Tongu3”, Ghana**  
Client: Community Water and Sanitation Agency  
Position: Project Director, Branch Office Manager  
Description: 174 km Water Supply Network, Pumping Station incl. Reservoir, 4 Water Towers, for 11.5 mio EUR  
Services provided: Detailed Engineering and Procurement of electromechanical Equipment, Pipe Laying, Civil Works & Installation, Training of local Operator, Commissioning  
Financing: OeKB (concessional Loan)
- 11/2011-12/2013 **“Design & Build WWTP & SIP Podgorica”, Montenegro**  
Client: ViK Podgorica, Montenegro  
Position: Bid Manager  
Description: Public Procurement Process WWTP 275,000 P.E. incl. Sludge Incineration Plant and Main collector.  
Services provided: Conceptual Design, incl. Process Design Operation Cost and Guarantees, Organisational Design  
Tasks assigned to Expert: Plant layout, Technical and economical feasibility, Process Design Wastewater and Sludge incineration, Calculation, Contract management  
Financing: City of Podgorica
- 01/2010-02/2014 **“Design & Build WWTP Tivat - Kotor”, MNE**  
Client: Vodacom  
Position: Bid manager  
Description: Public Procurement of Design & Build of WWTP 72.500 P.E., O&M for 3 years (yFidic)  
Services provided: Conceptual Design, Calculation, Process Design  
Tasks assigned to Expert: Process Design SBR, Calculation, Contract management, Risk Management, Court trial, legal issues, Feasibility  
Financing: KfW
- 01/2010-02/2014 **“Design & Build WWTP Bar”, MNE**

- Client: Vodacom  
 Position: Bid manager  
 Description: Public Procurement of Design & Build of WWTP 90.000 P.E., O&M for 3 years (yFidic)  
 Services provided: Conceptual Design, Calculation, Process Design  
 Tasks assigned to Expert: Process Design SBR, Calculation, Contract management, Risk Management, Court trial, legal issues, Feasibility  
 Financing: KfW
- 01/2013-07/2013 “Design & Build WWTP Butila – Sarajevo”, BiH**  
 Client: ViK Sarajevo  
 Position: Bid manager  
 Description: Public Procurement of Design & Build of WWTP extension to 600.000 P.E., rehabilitation and O&M for 5 years (yFidic)  
 Services provided: Conceptual Design, Calculation, Process Design  
 Tasks assigned to Expert: Process Design, Calculation, Contract management, Risk Management, Court trial, legal issues, Feasibility, Project Financing, Concrete rehabilitation,  
 Financing: Worldbank
- 07/2010-09/2014 “Design, Build, Finance and Operate of WWTP Budva”, MNE**  
 Client: Municipality Budva, MNE  
 Position: Project Manager  
 Description: WWTP Becici (100.000 P.E.), Rezevici (3.400 P.E.), Buljarica (27.500 P.E.), Collector, Pumping Stations, Network extension and rehabilitation  
 Services provided: Civil Works and Installation, Site supervision  
 Tasks assigned to Expert: Contract Management, Process Design, Legal issues, Claim Management, Project financing,  
 Financing: City of Budva, State of Montenegro, EVN, KfW-Ipex
- 10/2011-06/2011 “Design, Build, Operation and Finance of DWTP Zrenjanin”, SRB**  
 Client: Vodovod Zrenjanin, Srbija  
 Position: Project Manager  
 Description: Drinking Water Treatment Plant for 300 Liter/s or 17.800 m<sup>3</sup>/d  
 Services provided: Conceptual Design, Pilot Plant Testing (3 Litre/s), Detailed chemical and physical analysis, Process Design Specification, Detailed Design, application for building permit  
 Tasks assigned to Expert: Purchase, Contract Management, Claim Management, legal issues, Feasibility of Process, Risk Management  
 Financing: Vodovod, Autonomous province of Vojvodina, EVN
- 05/2010-12/2010 “Concession WWT Sentjernej”, Slovenia**  
 Client: Municipality Sentjernej, Slovenia  
 Position: Project Manager  
 Description: Public Procurement Process for Concession (Design, Build, Finance, Operate) of WWTP 3,500 P.E. and sewerage network.  
 Services provided: Conceptual Design, incl. Process Design Operation Cost and Guarantees, Organisational Design & Project Financing  
 Tasks assigned to Expert: Calculation, Organisational Concept, contract management, project financing, Quality management  
 Financing: EVN & Volksbank Ljubljana
- 01/2000-12/2001 “Pressure Pipe from Ebensee to Bad Ischl, AUT”**  
 Client: Saline Austria AG, AUT  
 Position: Project Manager  
 Description: Pressure Pipes (4 parallel) DN 200 for Saline Water from Wells to Saline Industry  
 Services provided: Geodetical Survey, Design of Operation shafts, hydraulic calculation, pipes and pump dimension, plan of pipe laying, procurement, site supervision, start up  
 Tasks assigned to Expert: Geodetical survey, Hydraulic Design, Layout and Crosssections, Losses and Operation demands, selection of pumps and material,

O&M Plan, Safety Applications  
Financing: Saline Austria AG

10/1999-11/2001

**“Drinking Water Plan Schenkenfelden, AUT”**

Client: Municipality of Schenkenfelden

Position: Project Manager

Description: Storage Tank 4.000 m³, Pressure Pipes, Sand Filter, Chloride Dosing Station

Services provided: Geodetical Survey, Conceptional Design, Detailed Design,

Procurement, Site Supervision, Claim Management, Quality management, Start up,

Tasks assigned to Expert: Hydraulic Design, Layout and Cross sections, selection of

pumps and material, O&M Plan, Safety Applications, Remote Control, SCADA,

Procurement, Site Supervision, Quantity Survey,

Financing: Municipality of Schenkenfelden, Kommunalkredit



Date: 15.07.2024

Signature : .....