

The background is a complex architectural collage. It features various elements: a large, light-colored geometric shape resembling a stylized 'X' or a series of overlapping planes; a winding path or river cutting through a landscape; a building with a grid-like facade; a small cluster of trees; a red train on a track; and a small group of people. The overall color palette is muted, with greys, whites, and soft pinks, accented by the red of the train and the green of the trees.

DESIGNING A PARTNER-SELECTION PROCESS

THAT ENCOURAGES THE FORMATION AND CONTINUATION OF SUCCESSFUL PARTNERSHIPS

Debby Netty Liauw van Zessen - Graduation - P5 - 31/01/2020

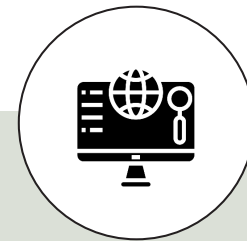
DESIGNING A **PARTNER-SELECTION PROCESS**

THAT ENCOURAGES **SUCCESSFUL PARTNERSHIPS**

START



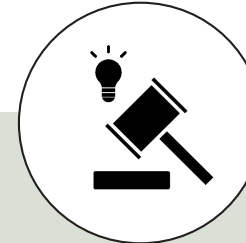
INTRODUCTION



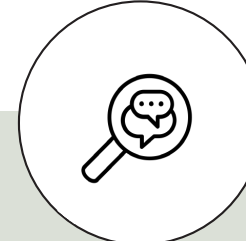
RESEARCH
METHODS



RESULTS



CONCLUSION



DISCUSSION



RECOMMENDATIONS

THE END

START



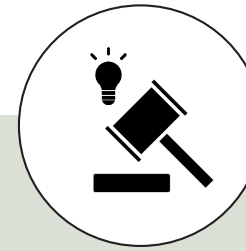
INTRODUCTION



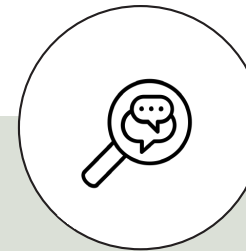
RESEARCH
METHODS



RESULTS



CONCLUSION



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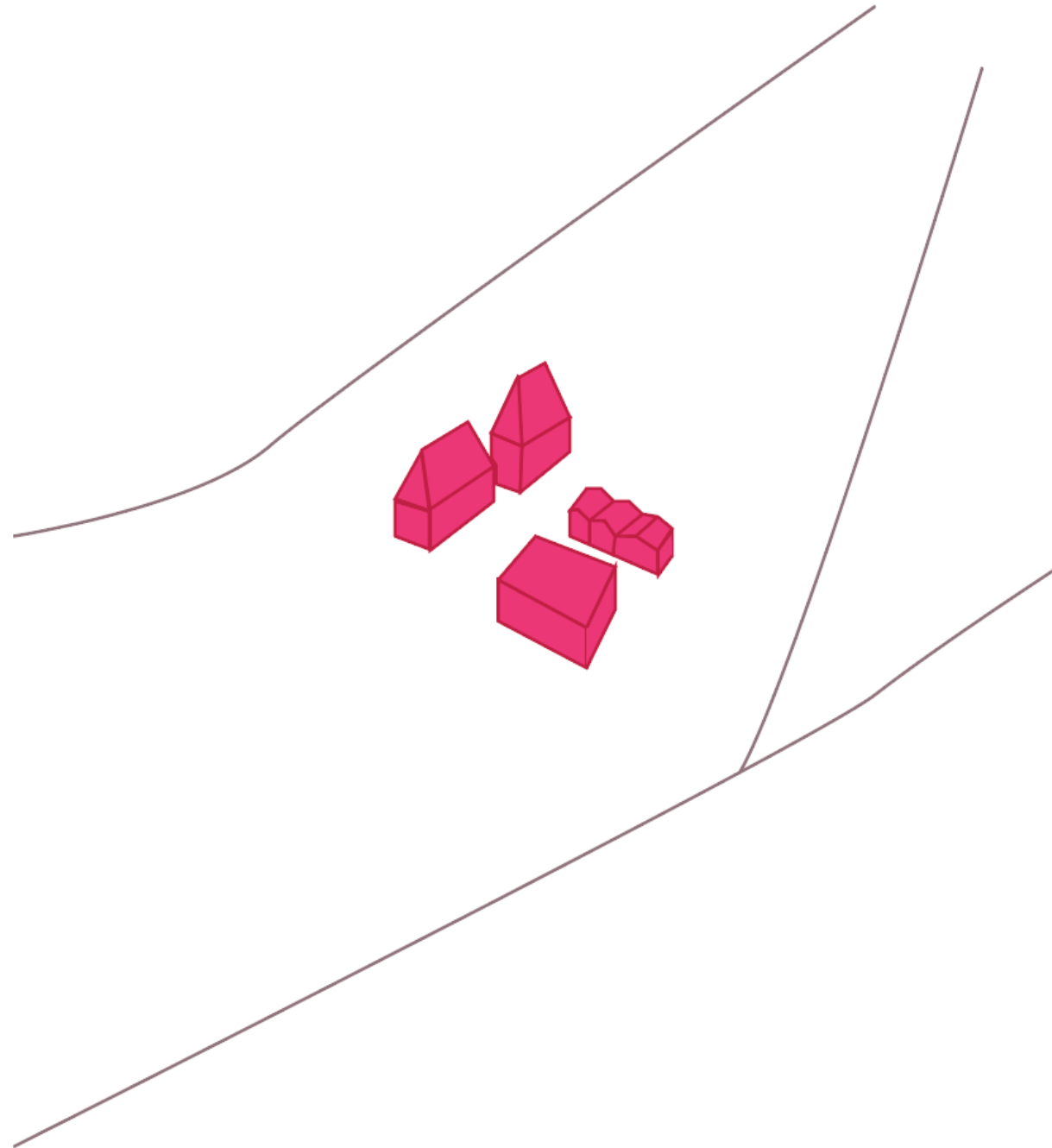
RECOMMENDATIONS

- INTRODUCTION
- RESEARCH METHODS
- RESULTS
- CONCLUSION
- DISCUSSION & RECOMMENDATION

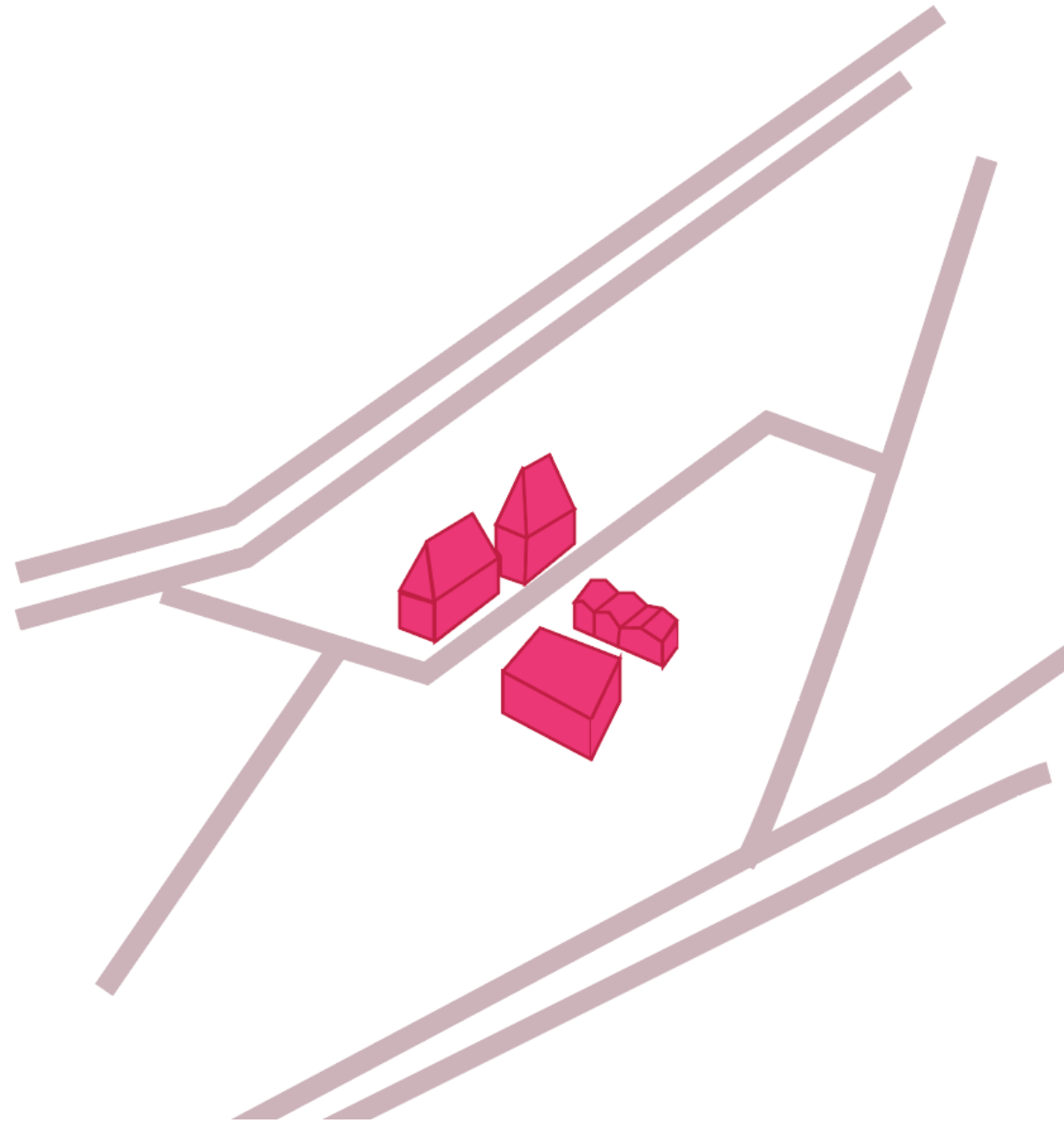
URBAN AREA DEVELOPMENT

An urban area is a **piece of land** within the already **existing urban fabric** on which:

URBAN AREA DEVELOPMENT



URBAN AREA DEVELOPMENT



URBAN AREA DEVELOPMENT



URBAN AREA DEVELOPMENT



This being said, my research focuses on a more specific type of urban area development

URBAN AREA DEVELOPMENT > **MUNICIPAL LAND DEVELOPMENT**



- INTRODUCTION
- RESEARCH METHODS
- RESULTS
- CONCLUSION
- DISCUSSION & RECOMMENDATION

MUNICIPALITY



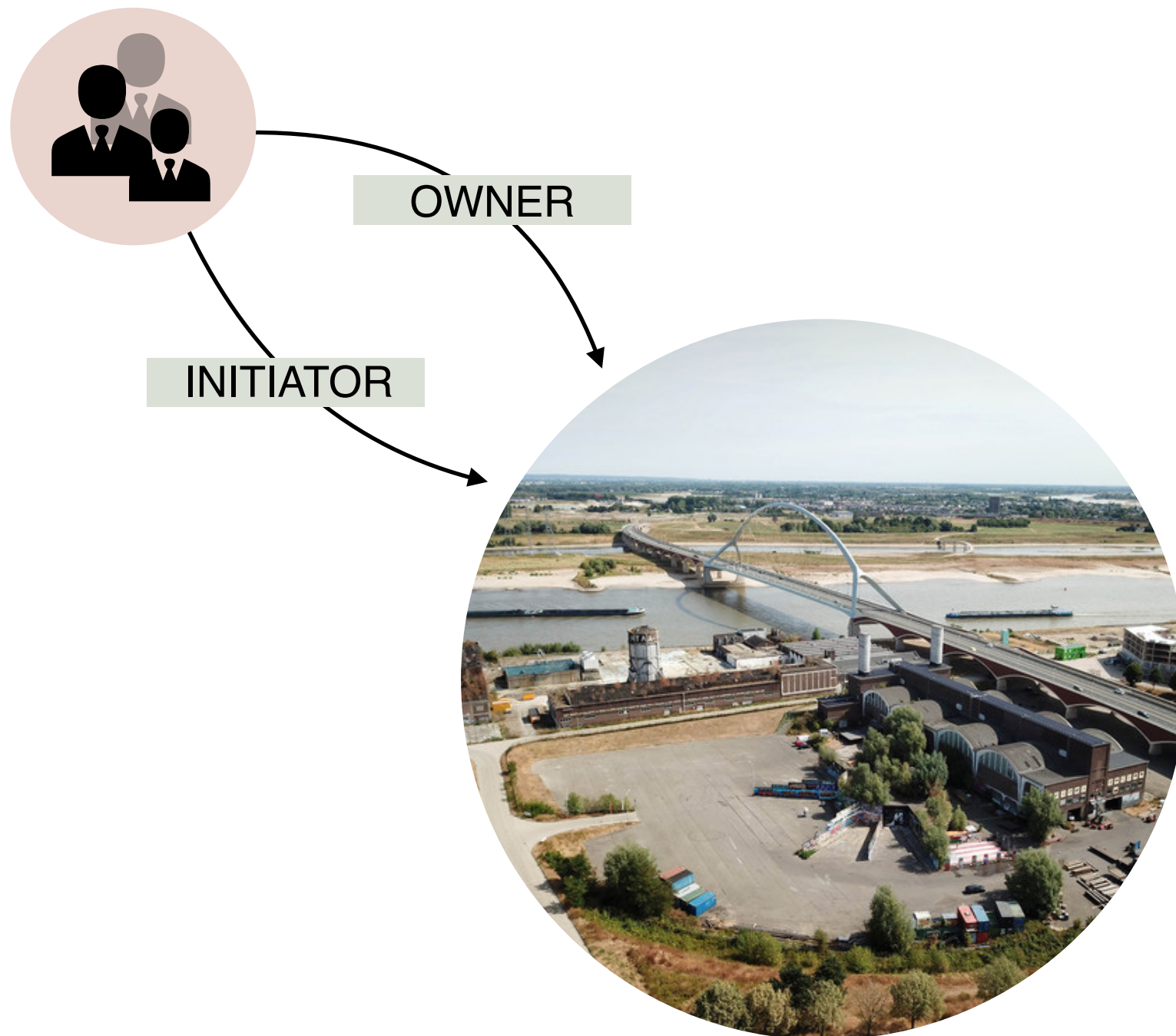
OWNER



MUNICIPAL **LAND** DEVELOPMENT

- INTRODUCTION
- RESEARCH METHODS
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MUNICIPALITY



MUNICIPAL LAND DEVELOPMENT

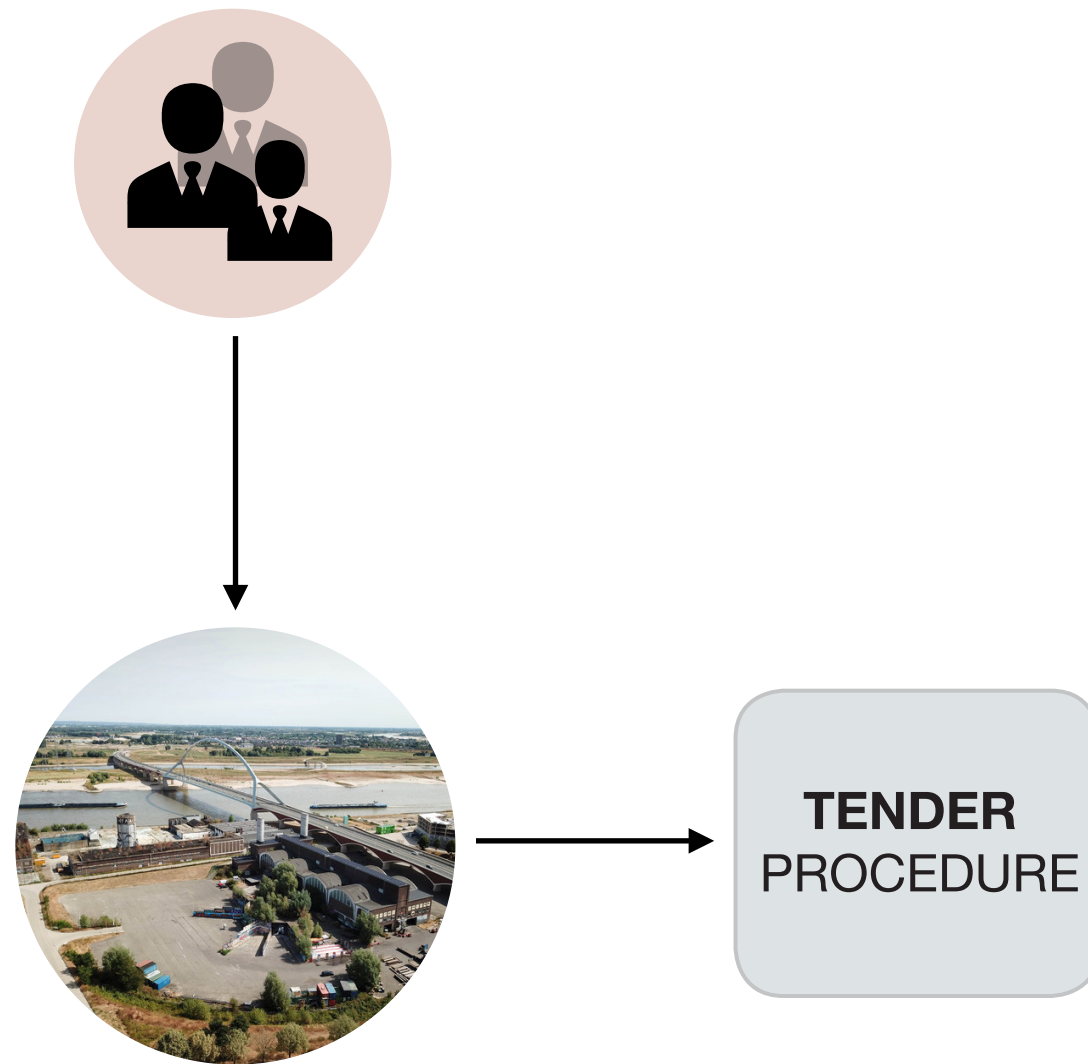
- INTRODUCTION
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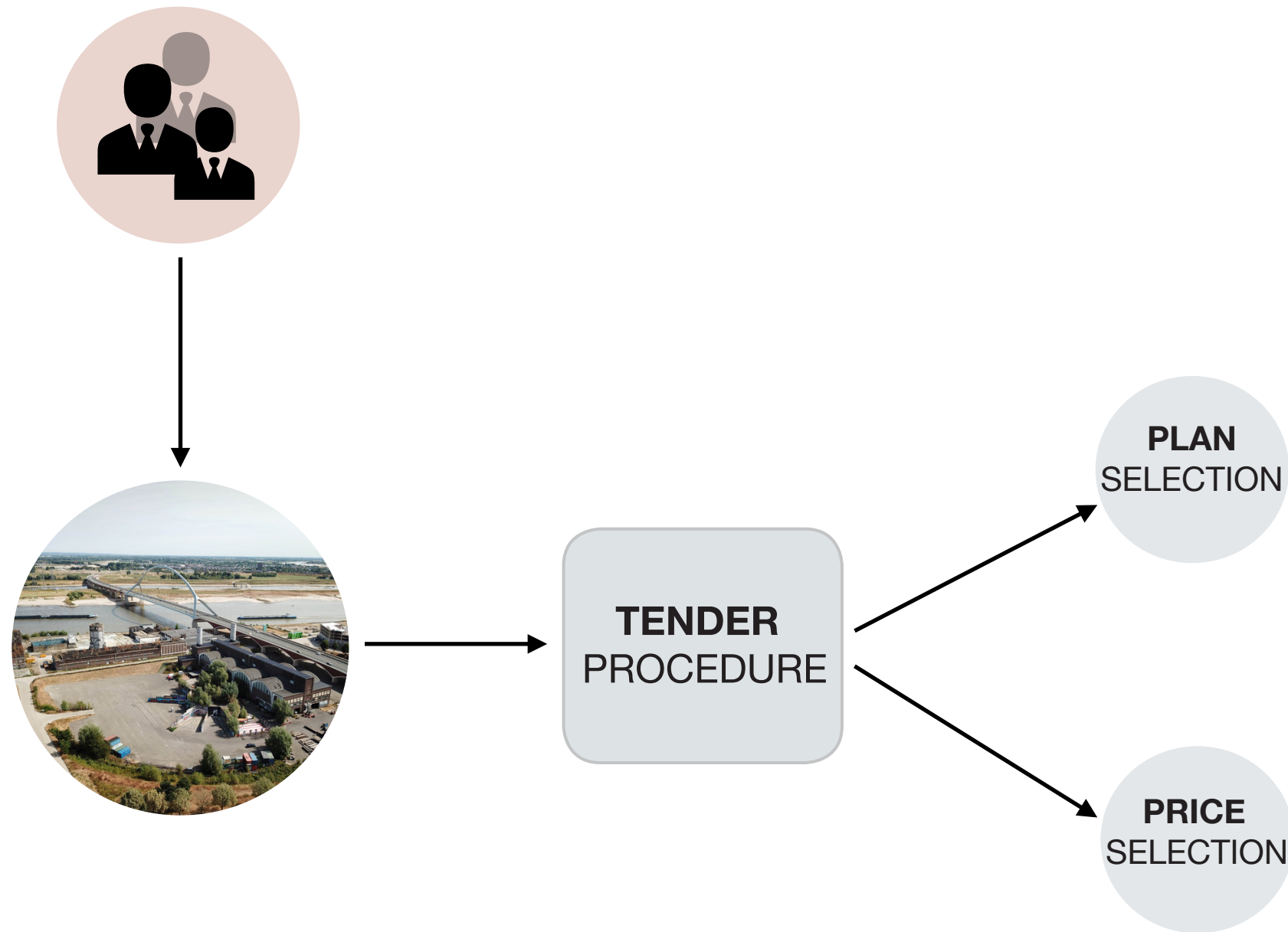
MUNICIPALITY

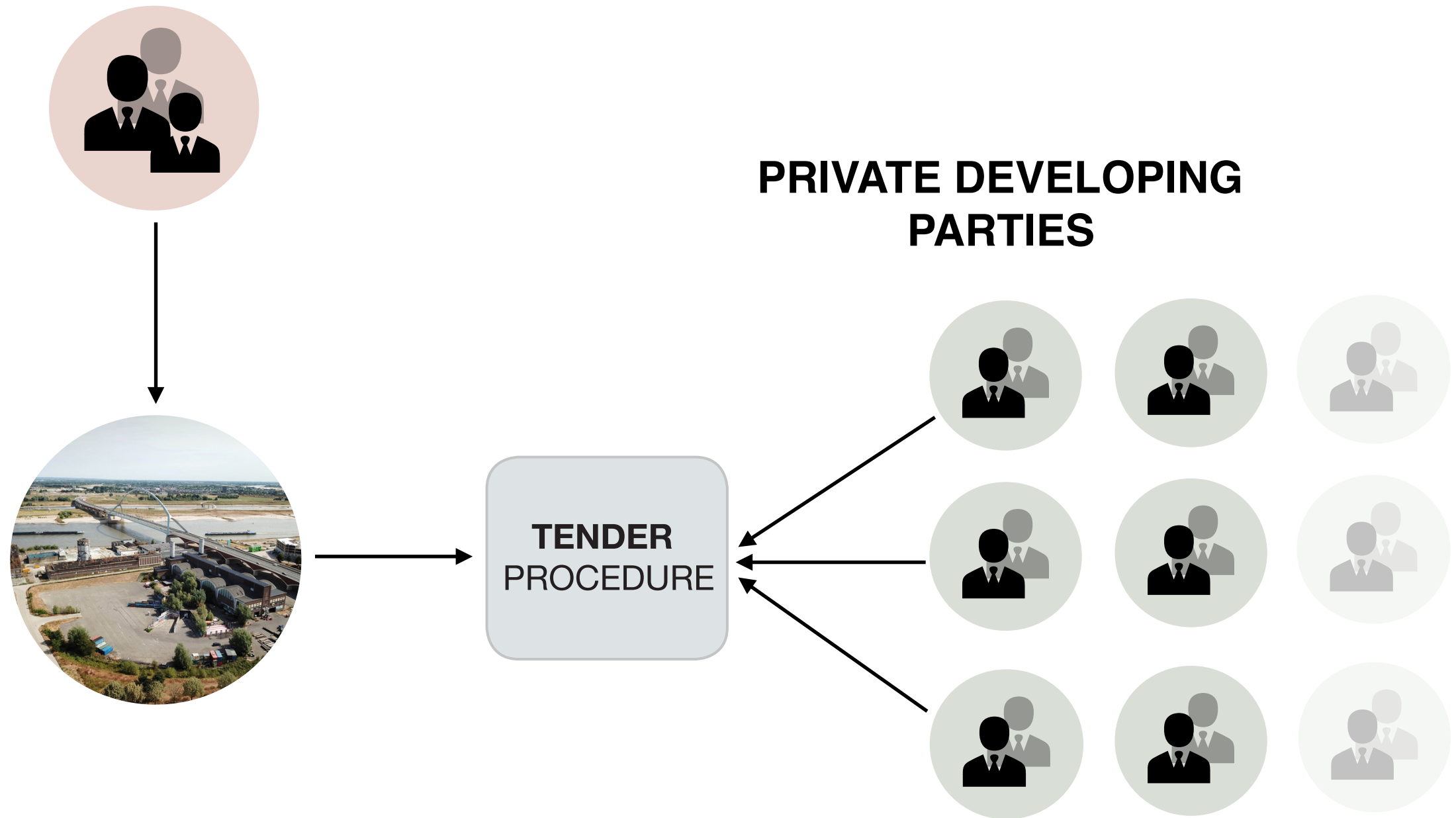


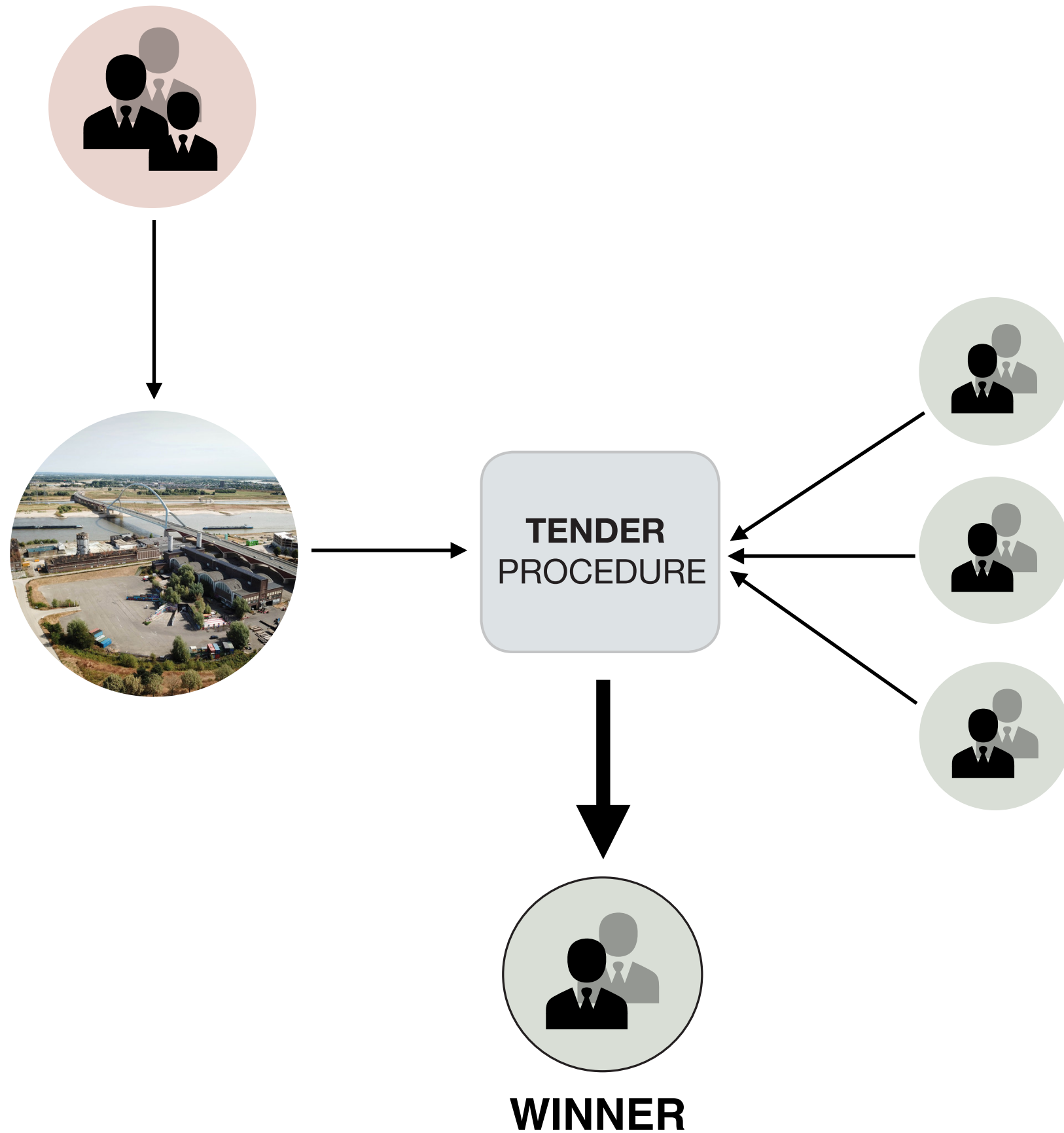
MUNICIPAL LAND DEVELOPMENT

- INTRODUCTION
- RESEARCH METHODS
- RESULTS
- CONCLUSION
- DISCUSSION & RECOMMENDATION









PROBLEM ANALYSIS



- INTRODUCTION
- RESEARCH METHODS
- RESULTS
- CONCLUSION
- DISCUSSION & RECOMMENDATION

URBAN AREA DEVELOPMENTS ARE BECOMING MORE AND MORE **COMPLEX**

Due to many factors:

- INTRODUCTION
- RESEARCH METHODS
- RESULTS
- CONCLUSION
- DISCUSSION & RECOMMENDATION

HAS **RESULTED** IN....

the first problem:

COMPLEX URBAN AREA DEVELOPMENT CAN'T ALWAYS BE OPTIMALLY **ACCOMMODATED** BY THE **CURRENT TENDER SYSTEM**

For example:

- INTRODUCTION
- RESEARCH METHODS
- RESULTS
- CONCLUSION
- DISCUSSION & RECOMMENDATION

PRICE & PLAN SELECTION MAY **NOT** BE THE MOST SUITABLE **MATCH** FOR INCREASINGLY **COMPLEX URBAN AREA DEVELOPMENTS**

- **INTRODUCTION**
- RESEARCH METHODS
- RESULTS
- CONCLUSION
- DISCUSSION & RECOMMENDATION

IN **COMBINATION** WITH....

- INTRODUCTION
- RESEARCH METHODS
- RESULTS
- CONCLUSION
- DISCUSSION & RECOMMENDATION

HIGH TENDER **COSTS** & **LENGTHY** PROCEDURES

- **INTRODUCTION**
- RESEARCH METHODS
- RESULTS
- CONCLUSION
- DISCUSSION & RECOMMENDATION

Many sources say that this

HAS **RESULTED** IN....

VARIOUS **PARTIES** INDICATING THAT THERE IS A CERTAIN
NECESSITY TO GO ABOUT **URBAN AREA DEVELOPMENTS**
DIFFERENTLY

AS THERE IS A NEED FOR:
Collaboration oriented procedures & **flexible** processes

INSTEAD OF:

The **highest bid** and/or **detailed plans** leading to high costs, lengthy procedures, suboptimal results

THIS HAS **SPARKED** THE **INTRODUCTION** OF A **NEW METHOD**: **PARTNER-SELECTION**

As an **addition / alternative to the current methods** which focus on price and plan selection

WHAT IS **PARTNER-SELECTION**?

WHAT IS **PARTNER-SELECTION**?

A **FORM FREE TENDER** procedure

PARTNER is selected instead of a plan / bid

Plan development, financial negotiation & contractual agreements are made after selection- in collaboration

BENEFITS OF A **PARTNER-SELECTION**

1. Speeds up the selection process

2. Allows for co-creation

3. Allows for Flexibility

Allows for the optimisation of development plans

However:

PARTNER-SELECTION = **NEW PHENOMENON**

This means that:

- 1) It has not been carried out in practice extensively
- 2) The process design of the partner-selection method is still in its beginning stadium
The 'HOW' is not yet definitely discovered

RESEARCH GOAL

The main goal of this research is to help **build** the **partner-selection process** into a **robust** and **trustworthy** method through **designing** it in such way that it accommodates for the **formation** and **continuation** of **successful partnerships**

specifically for municipal land developments

Focus on public-private partnerships > as successful partnerships is key

MAIN RESEARCH QUESTION

‘How can a partner-selection process be designed so that it enables the formation and continuation of successful partnerships in municipal land developments.’

START



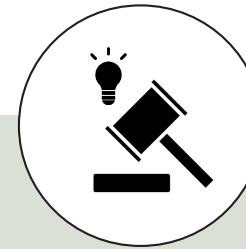
INTRODUCTION



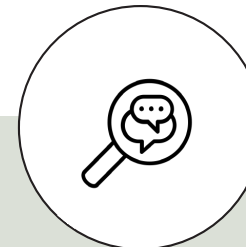
RESEARCH
METHODS



RESULTS



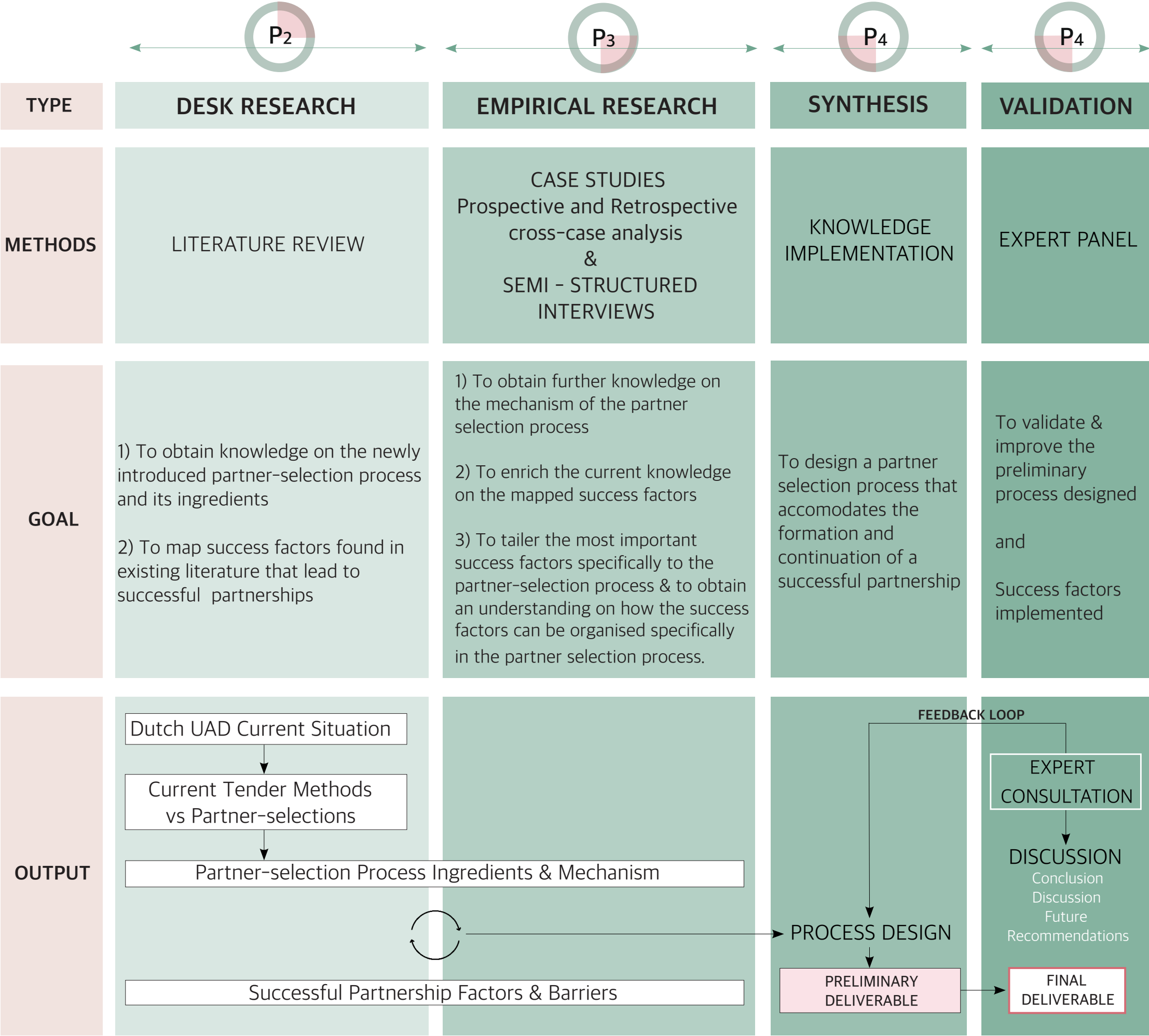
CONCLUSION

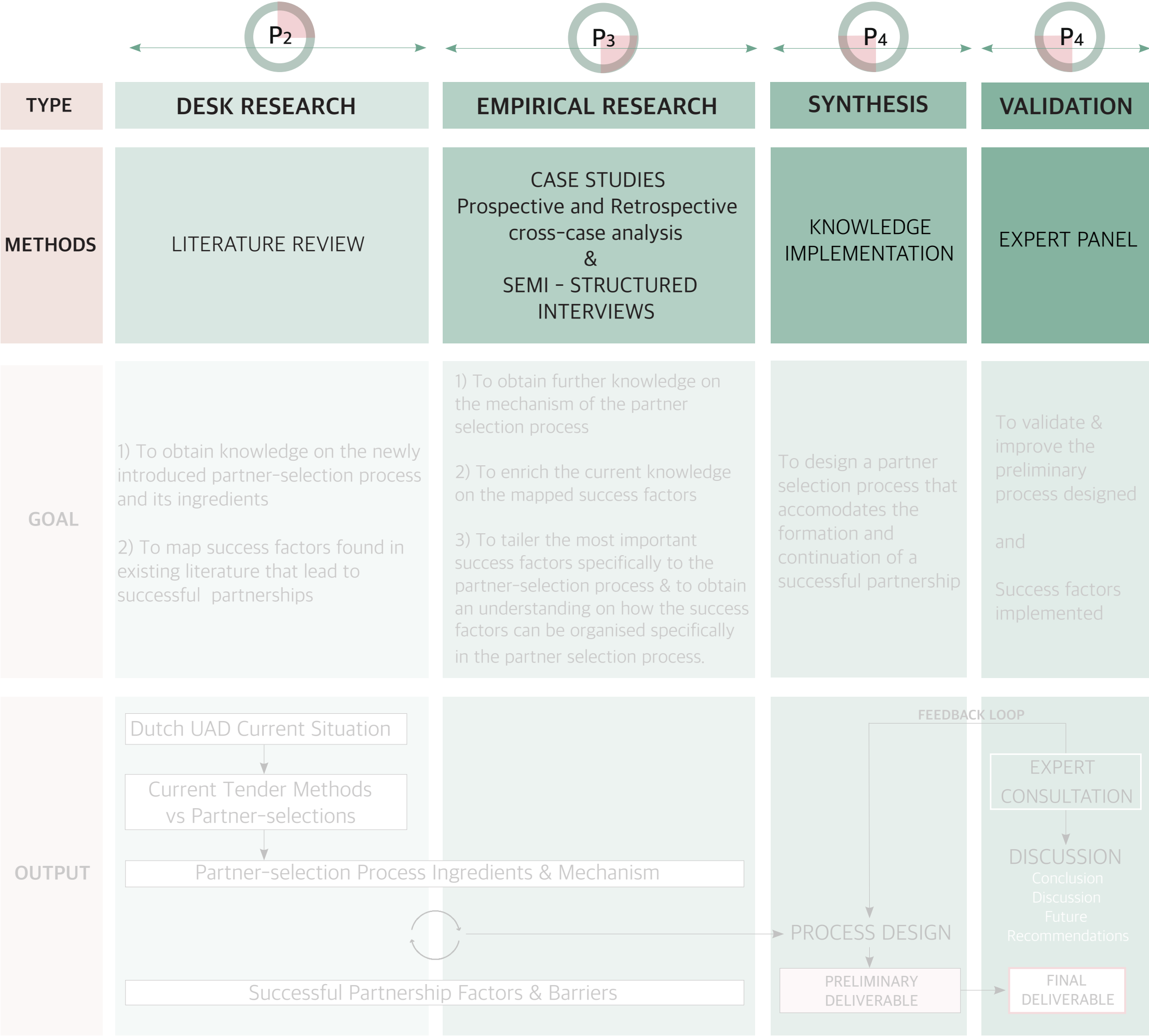


DISCUSSION



RECOMMENDATIONS





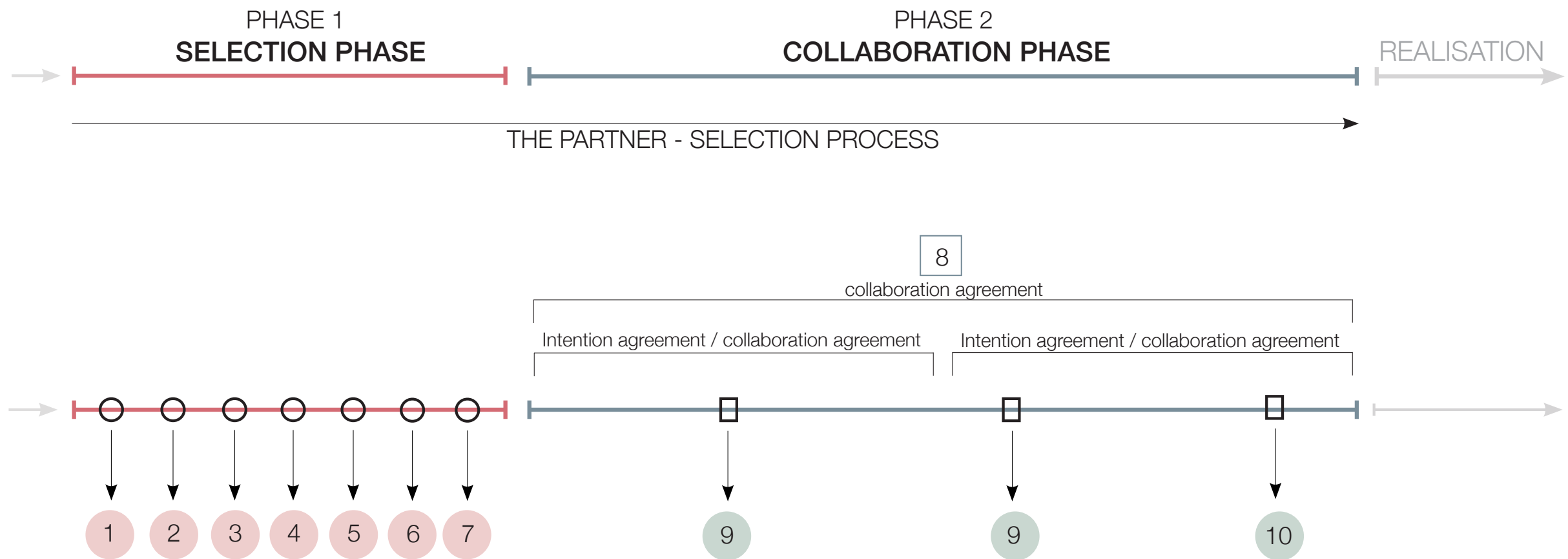
LITERATURE REVIEW GOALS

1) To obtain knowledge on the newly introduced **partner-selection process and its ingredients (events & elements)**

2) To map **success factors** found in existing literature that lead to **successful partnerships**

CURRENT **PARTNER-SELECTION** PROCESS

- PROPOSAL FRAMEWORK -



1) Announcement, 2) Suggested moment for questions, 4) submission of the necessary documents and information, 5) applications are then reviewed and assessed, 6) presentations and/or round the table talks, 7) Selection partner 8) intention agreement & collaboration agreement, 9) Phasing and milestones etc, 10) Purchasing agreement

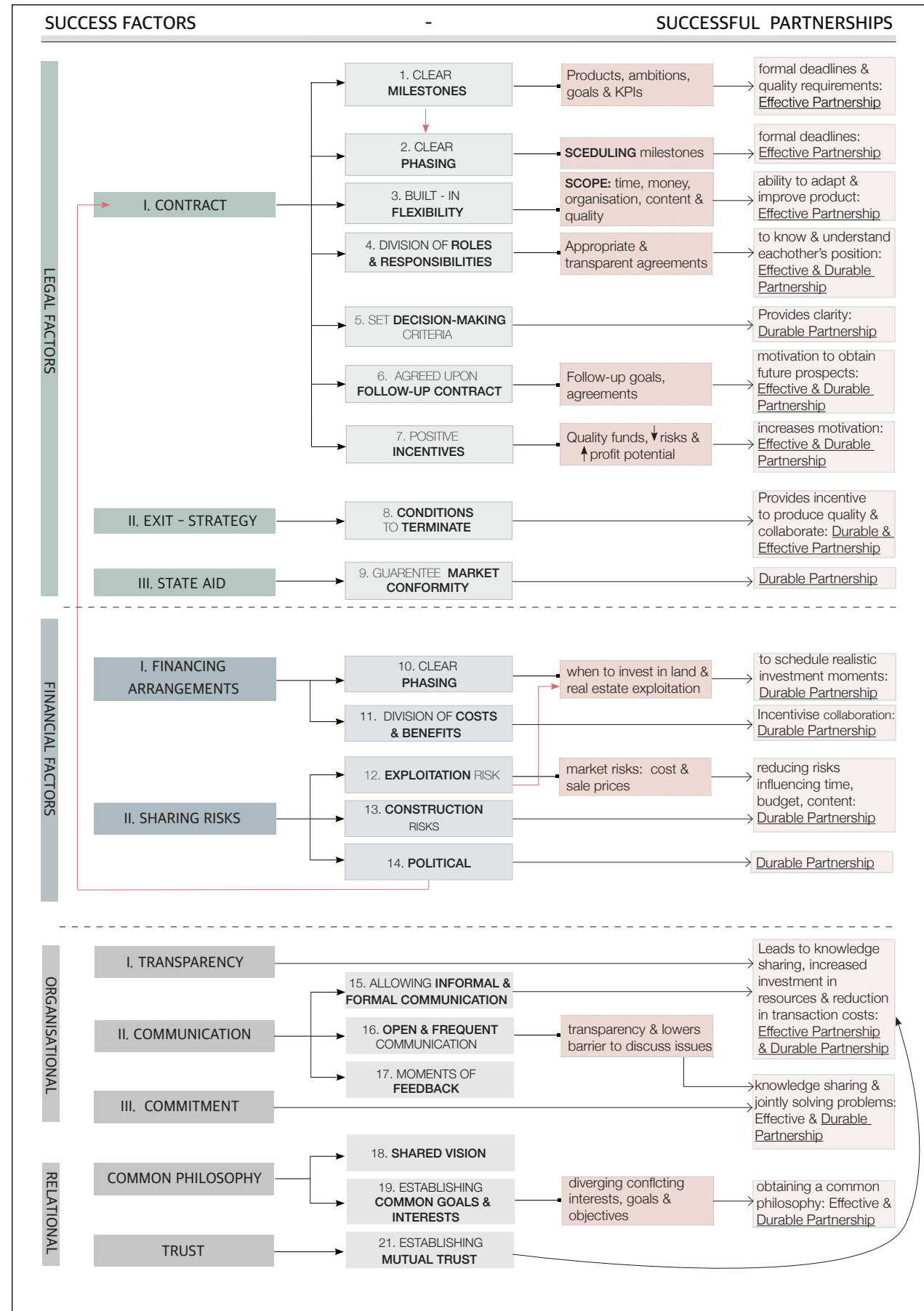
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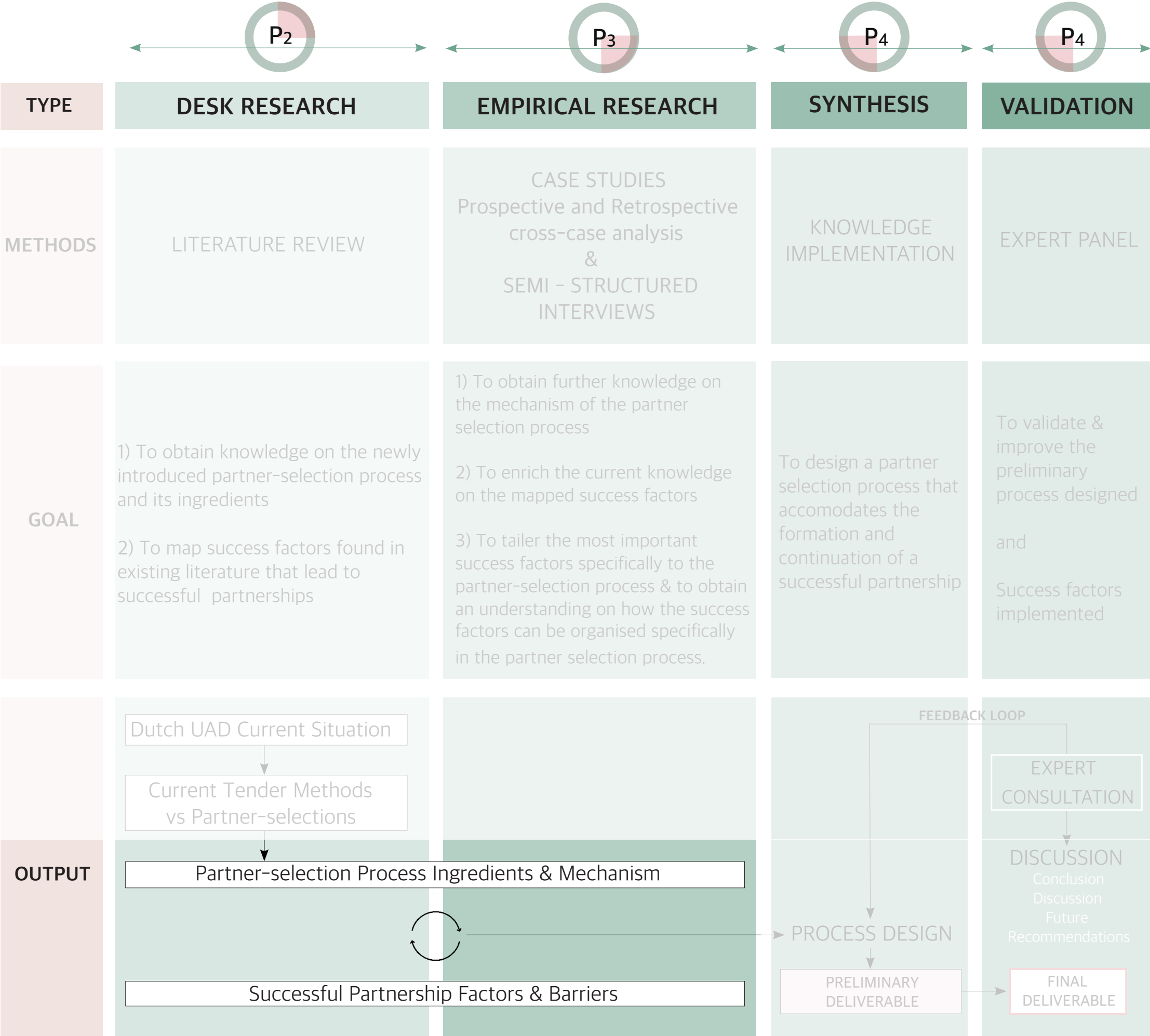
2) To map **success factors** found in existing literature that lead to **successful partnerships**

SUCCESS FACTORS SUCCESSFUL PARTNERSHIPS

- FRAMEWORK



Legal, Financial, Organisational & Relational



EMPIRICAL RESEARCH CASE STUDIES

- INTRODUCTION
- RESEARCH METHODS
- RESULTS
- CONCLUSION
- DISCUSSION & RECOMMENDATION

3 CASE STUDIES



RIJSWIJKBUITEN

- INTRODUCTION
- RESEARCH METHODS
- RESULTS
- CONCLUSION
- DISCUSSION & RECOMMENDATION

3 CASE STUDIES



RIJSWIJKBUITEN



NYMA-TERREIN

3 CASE STUDIES



RIJSWIJKBUITEN



NYMA-TERREIN



SMAKKELAARSVELD

SEMI-STRUCTURED **INTERVIEWS** = **INPUT** CASE STUDIES

with involved municipal representatives & private developing parties

CASE STUDY & SEMI-STRUCTURED INTERVIEW GOALS

1) To obtain **further knowledge** on the **events & elements** and the **mechanism** of the **partner-selection process** in practice

2) To enrich the mapped success factors

3) To explore how the important success factors can be organised in the partner-selection process

CASE STUDY & SEMI-STRUCTURED INTERVIEW GOALS

1) To obtain further knowledge on the events & elements and the mechanism of the partner-selection process in practice

2) To **enrich** the mapped **success factors**

3) To explore how the important success factors can be organised in the partner-selection process

CASE STUDY & SEMI-STRUCTURED INTERVIEW GOALS

- 1) To obtain further knowledge on the events & elements and the mechanism of the partner-selection process in practice
- 2) To enrich the mapped success factors
- 3) To explore **how** the **important success factors** can be **organised** in the partner-selection **process**

START



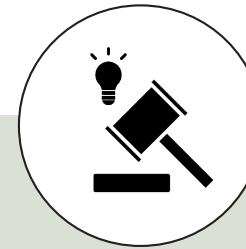
INTRODUCTION



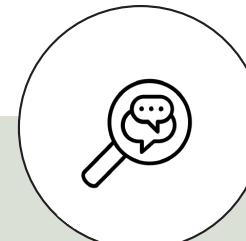
RESEARCH
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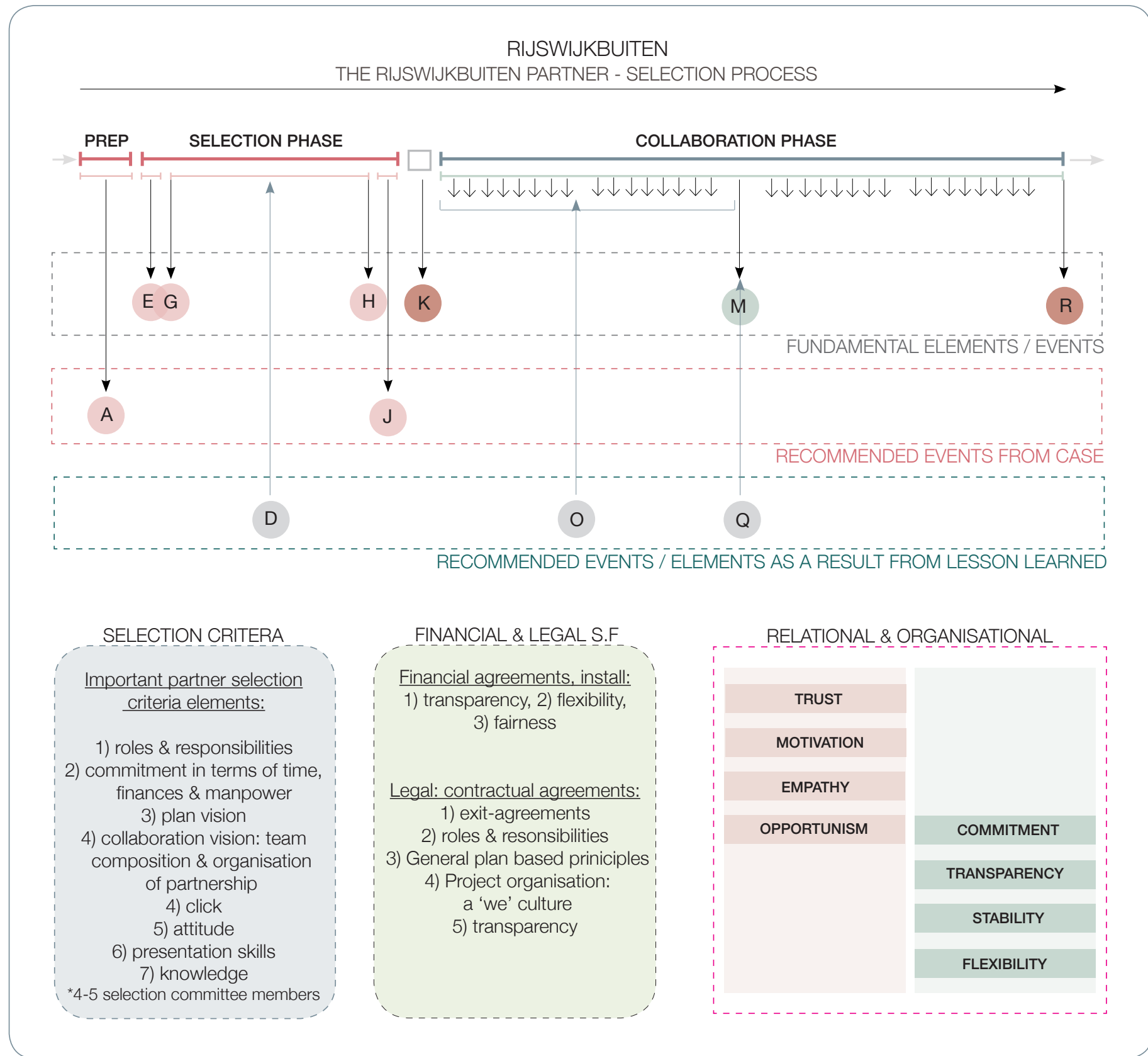


DISCUSSION

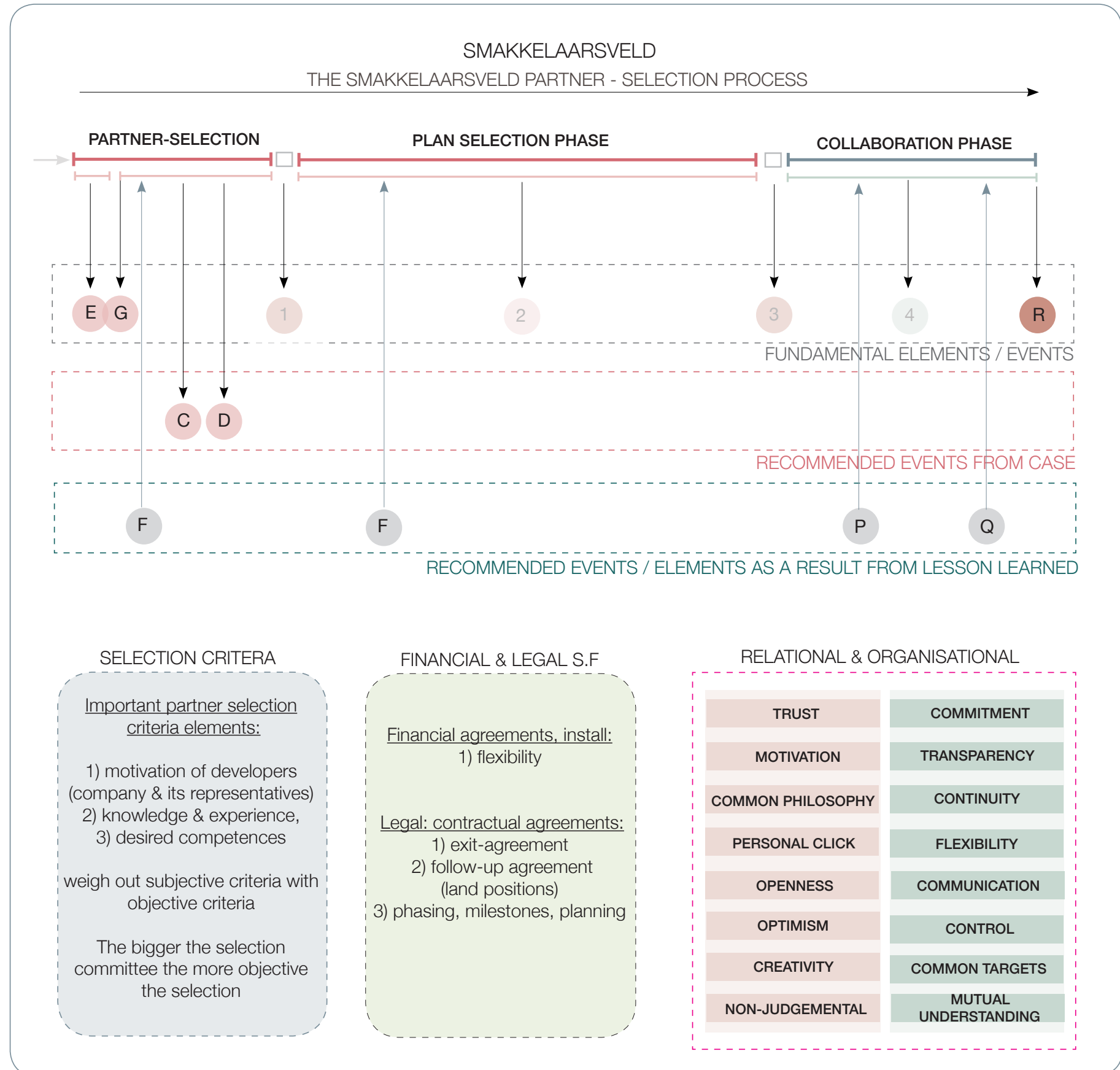


RECOMMENDATIONS

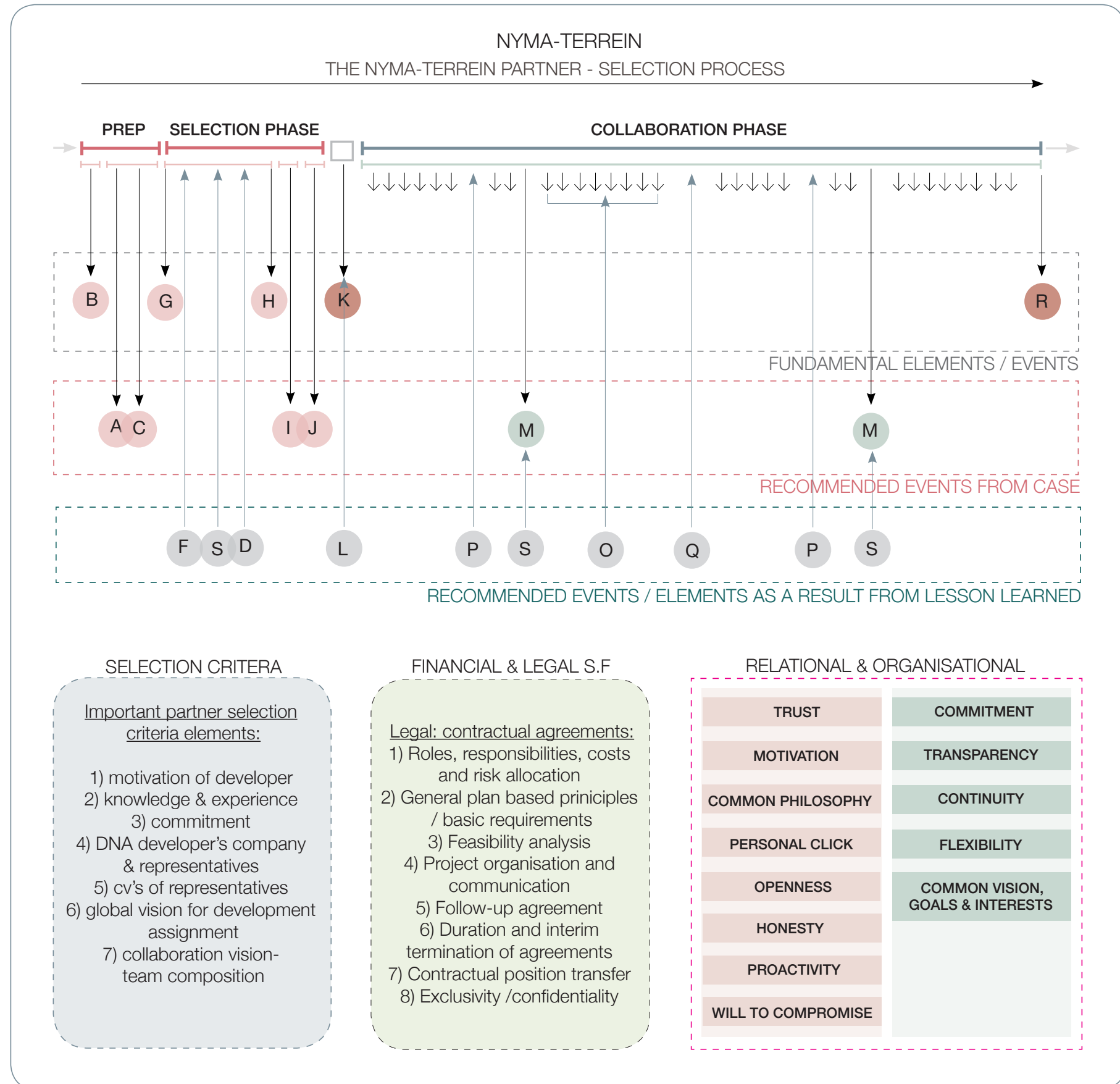
RIJSWIJKBUITEN RESULTS



SMAKKELAARSVELD RESULTS



NYMA-TERREIN RESULTS



EXAMPLE COLLABORATION AGREEMENT

Advice of Helene Schepens (2019) & based on Concept Intentieovereenkomst Verplaatsing Jan Linders (2019) & Concept Samenwerkingsovereenkomst NYMA-Terrein (2019) in combination with a partner-selection recommendation by AKRO Consult (Kersten et al., 2019)

Important articles to incorporate:

1) Roles, responsibilities, costs and risk allocation

& Financial framework: 1) joint exploration of business case, 2) Implementing financial flexibilities & buffers, 3) common grounds between municipal budget goals and market-based profit goals

2) General plan based principles / basic requirements

(Dutch: algemene planinhoudelijke uitgangspunten)

e.g: Land use plan (Dutch: bestemmingsplan) / environmental permit (Dutch: omgevingsvergunning)

e.g: Area vision (Dutch: gebiedsvisie)

e.g: Housing vision (Dutch: woonvisie)

e.g: tender documents (basic requirements & game rules)

3) Feasibility analysis

- Feasibility analysis 1: development strategy
- Feasibility analysis 2: development plan

Integrally agreeing upon:

- Requirements: necessary criteria of development plan
- Phasing (in terms of plan development and allocation of risks)
- Milestones (deadlines)
- Product delivery moments & critical success factors

4) Project organisation and communication

- Development team composition (team members) (Dutch: ontwikkelteam / projectgroep)
- Composition of board of directors (Dutch: stuurgroep)
- Planning formal communication moments
- Interim evaluation moments (Helene Schepens, 2019) > in accordance with planning (milestones for example)
- Transparency in terms of communication & information sharing

5) Follow-up agreement (Dutch: vervolgovereenkomst)

- Agree upon potential follow-up agreements: roles & responsibilities in terms of development realisation and potential land transfer (positions) when milestones and goals of collaboration agreement have been accomplished.

6) Duration and interim termination of agreements

- Exit criteria: clarify when the partnership should come to an end

- An important agreement to be made: that the collaboration agreement can be terminated at all moments by one party (one sided termination). Also agree on the following: if the parties don't manage to set-up and sign a follow up agreement by a certain date- the partnership will automatically be terminated.

7) Contractual position transfer

(Dutch: overdracht contractpositie)

- No transfer of municipal's rights & responsibilities to third parties unless written consent is given by municipality

8) Exclusivity /confidentiality

No Sharing of confidential information regarding the development project with third parties (e.g. end-users) unless permission is given by partnering party

To obtain understanding on whether or not there is a complementary / similar mind-set

Personalises the selection process

Lesson learned from NYMA-terrein

Exit-Agreement

Lesson learned from NYMA-terrein

EXAMPLE TENDER DOCUMENT CHAPTER: SELECTION CRITERIA

Recommended by Marie-Louise Verschure (2019), Maarten de Wolff (2019), and Sven Schroot (2019)

Important selection criteria to include in selecting a partner:

1) Knowledge & Experience

- Knowledge & experience in the specific type of urban area development (e.g. type: industrial, scale, complexity).
- Experience in the specific type of role / complex collaboration
- References demonstratinh knowledge & experience

2) Vision on urban area development

- Understanding of area: area vision (Dutch: gebiedsvisie)
- e.g: creative approach / realistic approach
- Added value to urban area development

3) Collaboration vision

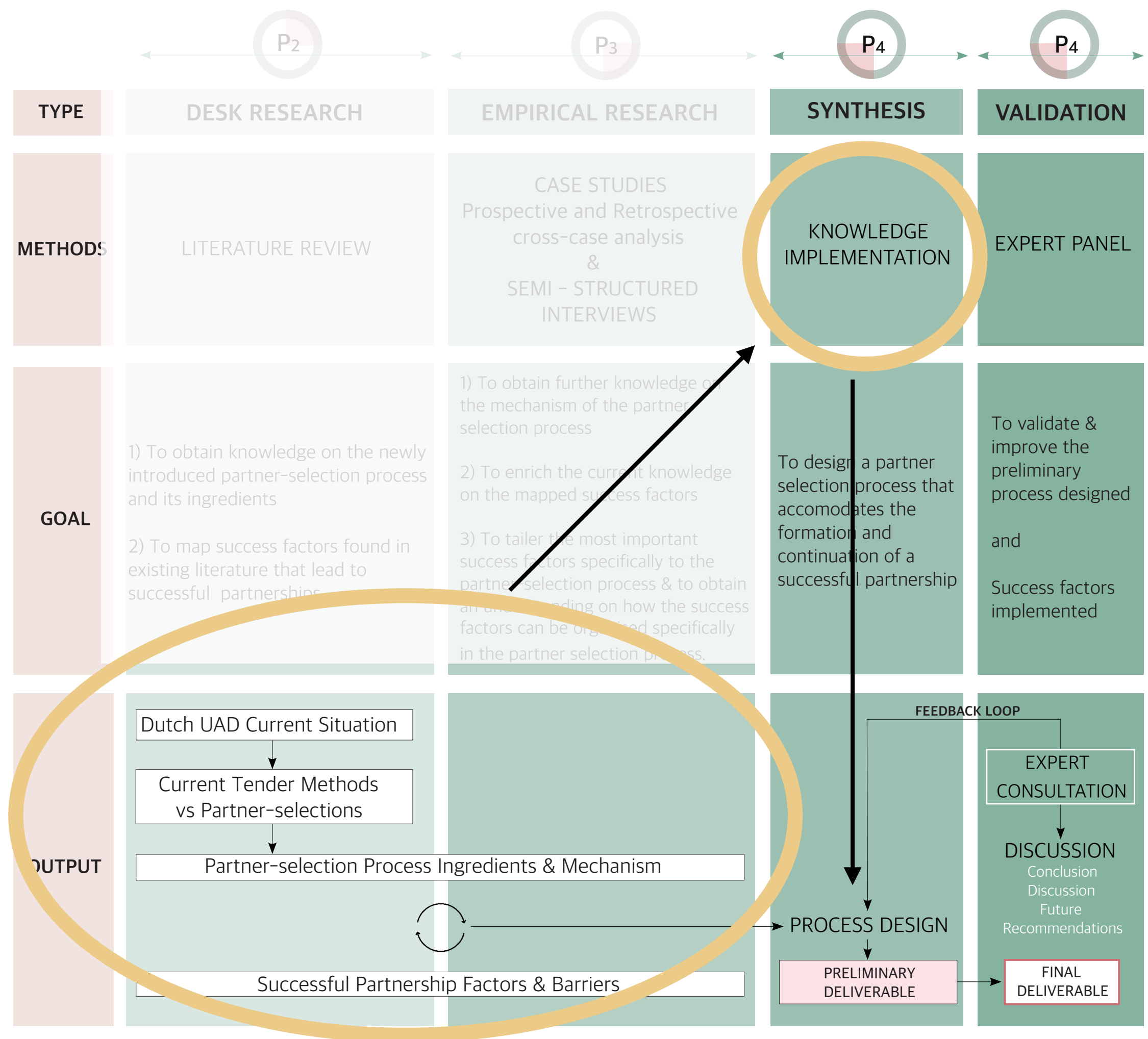
- Private development party must be willing to be flexible
- Private development party must be realistic
- Understands own knowlegde & experience, and which third parties are needed futher

4) Profile & Person

- Developing party's DNA is complementary to assignment, type of desired partner profile, and must have co-creation collaboration nature
- The representative(s) of developing party must suit the assignment and team set up by municipality.
- The representative(s) of developing party must suit the collaboration nature and co-creation culture.
- The representative(s) of developing party has appropriate knowledge, skill and experience: CV

5) Commitment

- The representative(s) of developing party is committed for x amount of time.
- The representative(s) of developing party understands role & responsibility
- reservation of x amount of commitment
- ability to make available: financial investments
- Private developing party & its representatives are willing to be transparent and openly dicuss business case & plan process & potential flexibilities
- Has appropriate solvability level & has long-term strategy & policy which is suitable to urban area development



SYNTHESIS

CROSS-CASE ANALYSIS

Goal:

To compare & synthesise results in order to **design** a **partner-selection process** that accommodates for the **formation** and **continuation** of **successful partnerships**

SYNTHESIS: CROSS CASE-ANALYSIS

STEP 1

Cross case analysis: comparison of the case study partner-selection processes

I. Comparison: fundamental elements & events

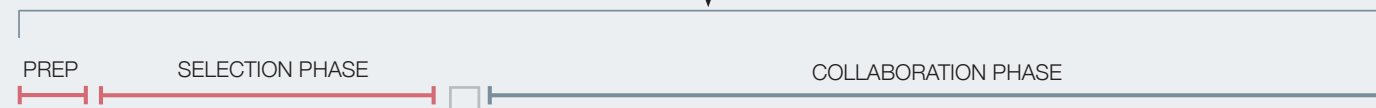
II. Comparison recommended elements & events: extracted from case study process

III. Recommended elements & events: based on lessons learned

STEP 2

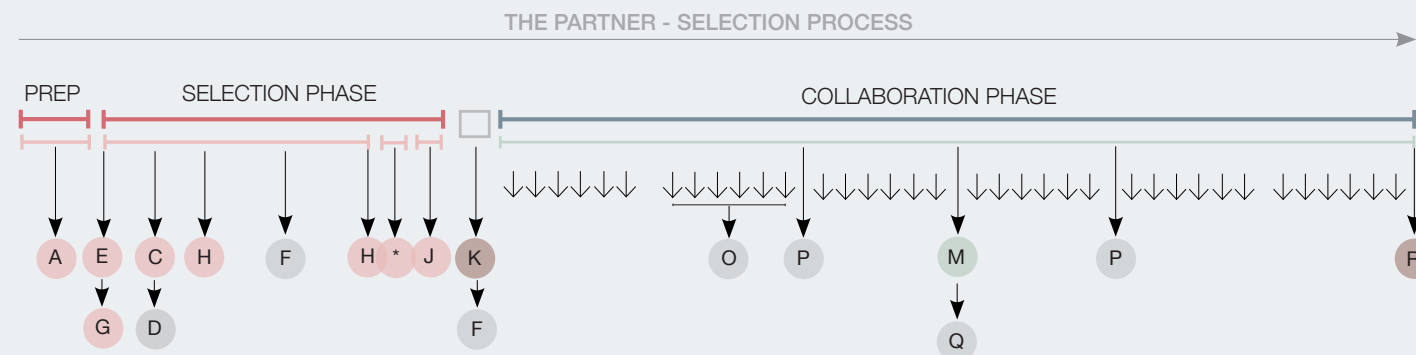
SYNTHESIS: case study partner-selection process

I. + II. + III.



STEP 3

SUB-OUTPUT



STEP 4

Cross case analysis: comparison of the organisational & relational succes factors

Main success factors & its methods of organisation:

IV. Event-based advice (the collaboration phase)

V. Partner-selection criteria (the selection phase)

VI. Legal advice: conractual (collaboration) agreements

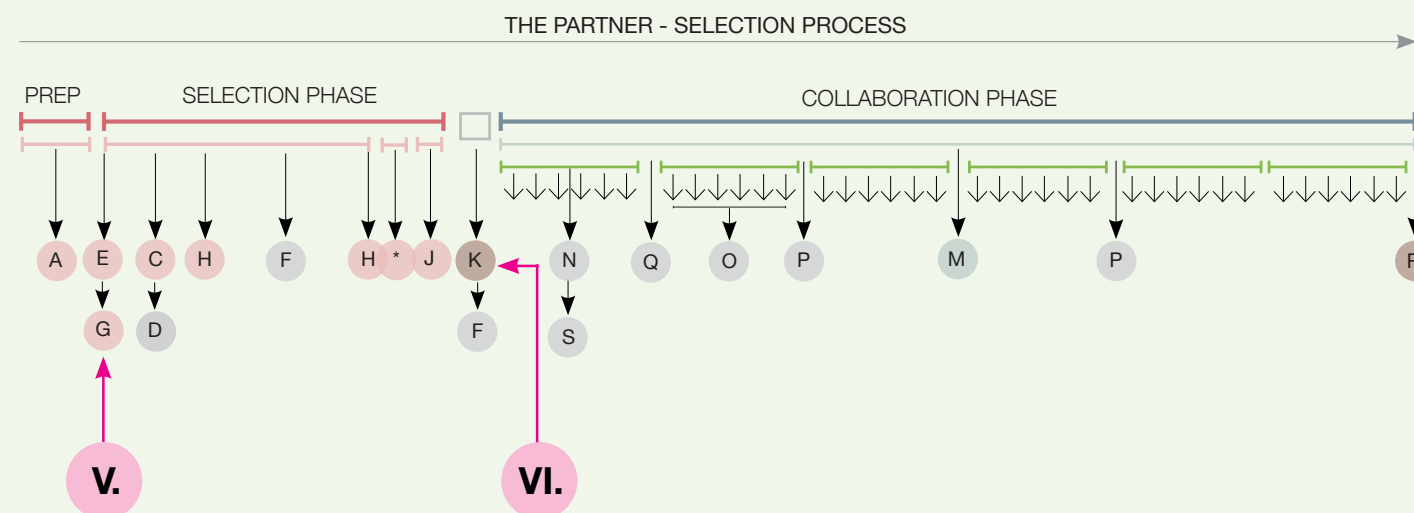
STEP 5

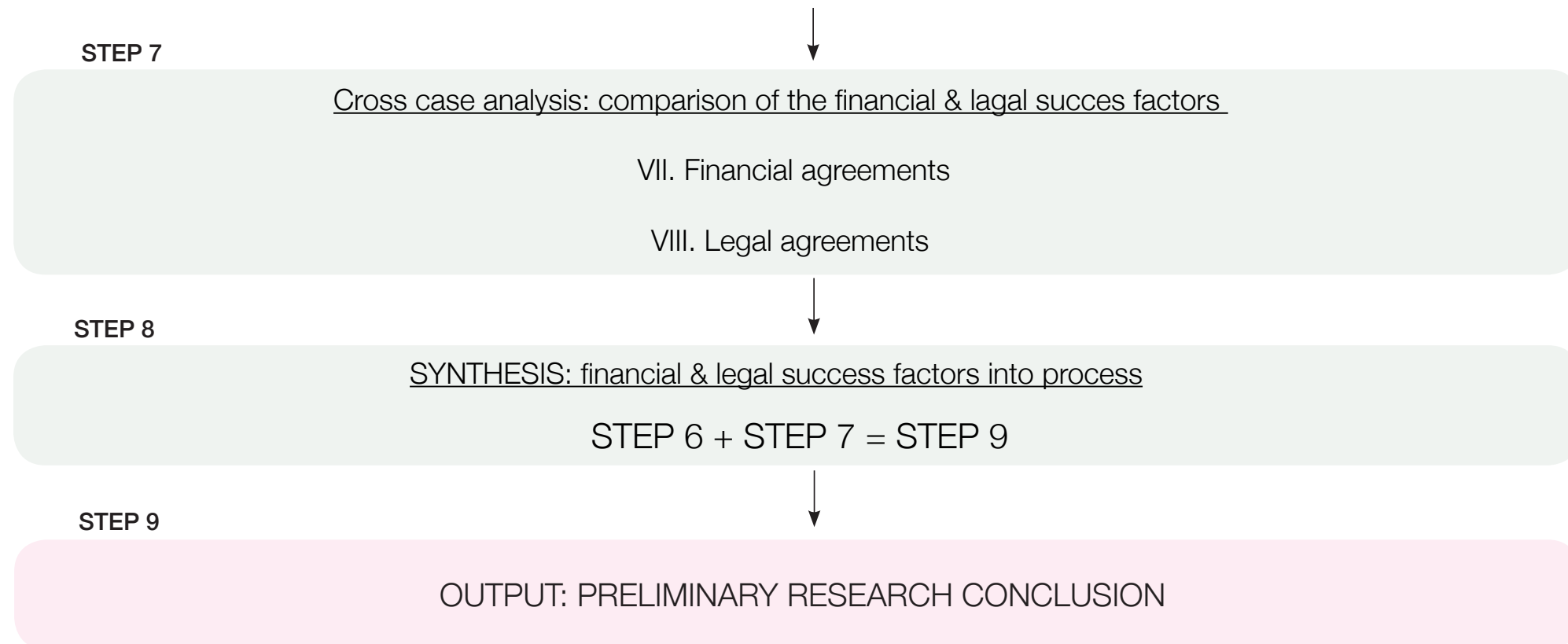
SYNTHESIS: organisational & relational success factors into process

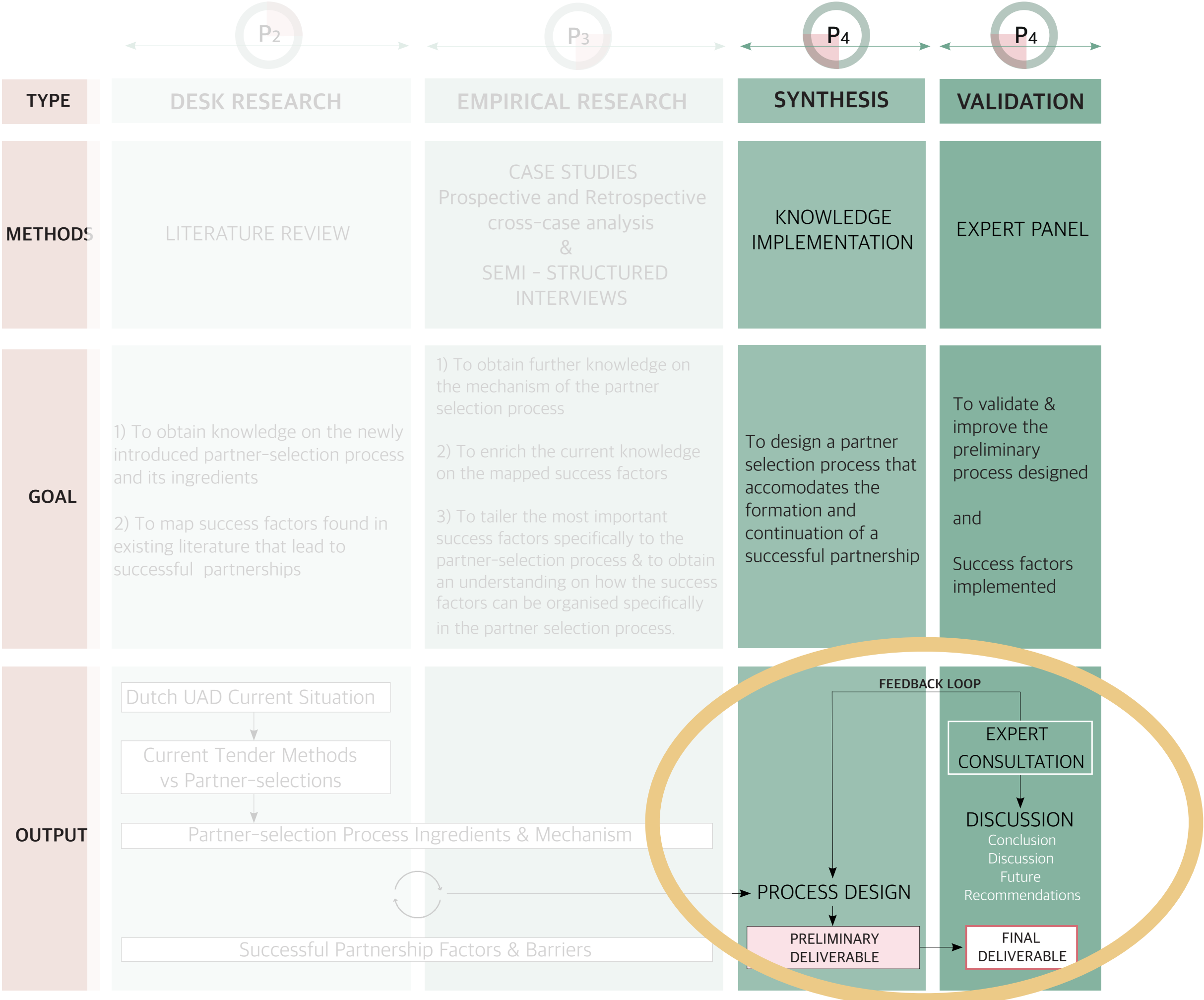
STEP 3 + STEP 4 = STEP 6

STEP 6

SUB-OUTPUT







FEEDBACK & VALIDATION

Through

EXPERT PANEL

Goal: To **validate** the process model and its **realism** in terms of **whether or not it could be used in practice.**

HAS **RESULTED** IN....

START



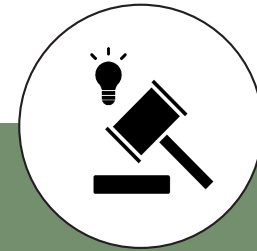
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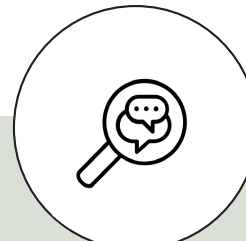
RESEARCH
METHODS



RESULTS



CONCLUSION



DISCUSSION



RECOMMENDATIONS

RESEARCH CONCLUSION



EVENT-BASED PARTNER-SELECTION PROCESS MODEL

POSITIONING OF PARTNER-SELECTION PROCESS DESIGN IN **CONTEXT**

The partner-selection proposal is designed for **municipal land developments** in which the municipality is the initiator of the urban area development.

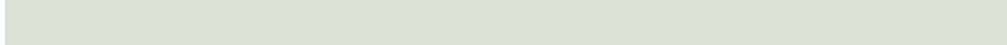
Commercial Real estate & public and / or private public spaces!

The proposal is specifically designed for municipalities as well as developers to **get a grip** on what **partner-selection could potentially entail**.

Important to remember: **the proposal is a recommendation**.

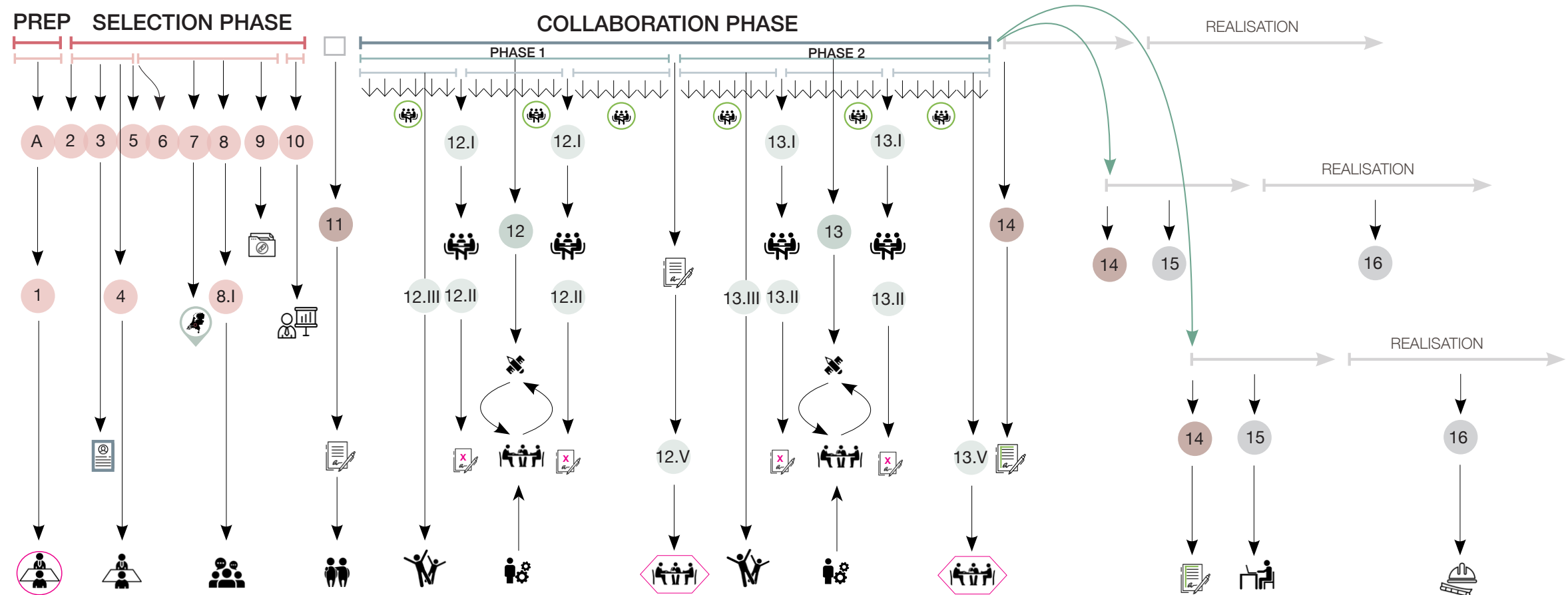
The **events & elements** placed in the process model are **not bound by time and placement** as the events & elements **can be moved** according to what suits the **specific urban area development** as well as **timeframe**

‘PARTNER-SELECTIE IS MAATWERK’



EVENT-BASED PARTNER-SELECTION PROCESS MODEL

THE PARTNER - SELECTION PROCESS



LEGENDA EVENT BASED PROCESS MODEL

	Motivation letter		Informal talk / interview		Dialogue		Submission		Presentation		Location visit		Aftercare		Dialogue Rounds
	Collaboration Agreement		Informal Meetings		Evaluation Meetings		Exit Agreement		Designing		Collaboration		Formal Meetings		Follow-up Agreement
	Kick-off Meeting		Market Exploration												

EVENTS & ELEMENTS PROCESS MODEL

PREP



A



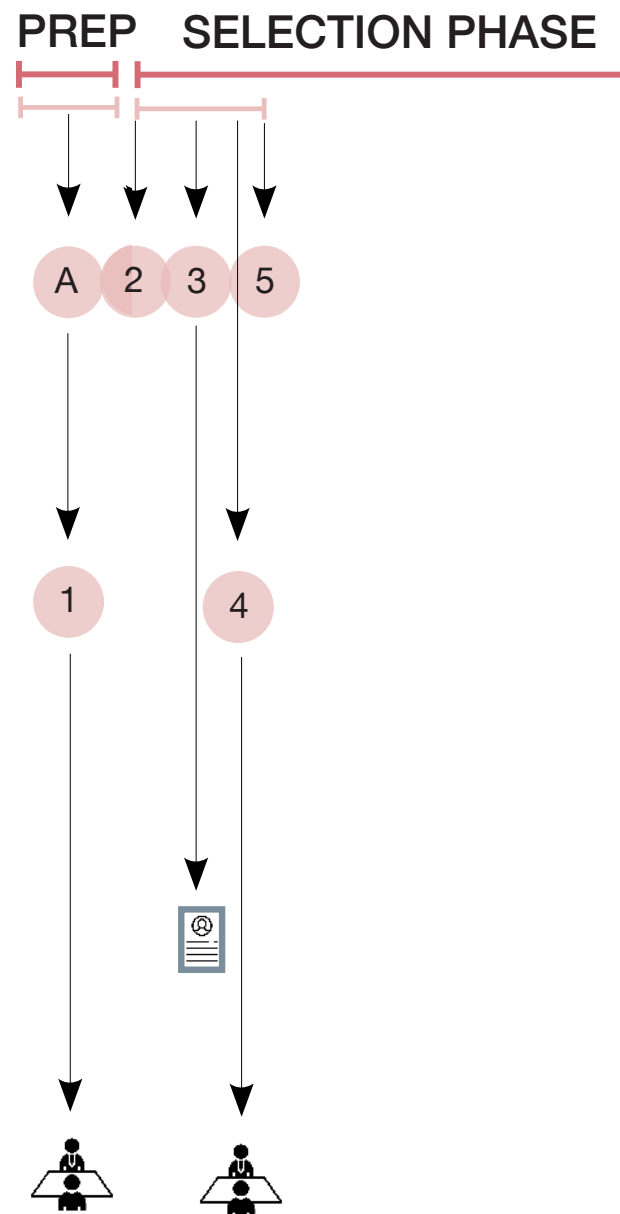
1



A. Preparation phase

1. Market exploration

EVENTS & ELEMENTS PROCESS MODEL



2. Public registrations- in combination with:

- 1) publication of **tender documents**,
- 2) **conceptual contracts**:
 - I. Intention & Collaboration agreement

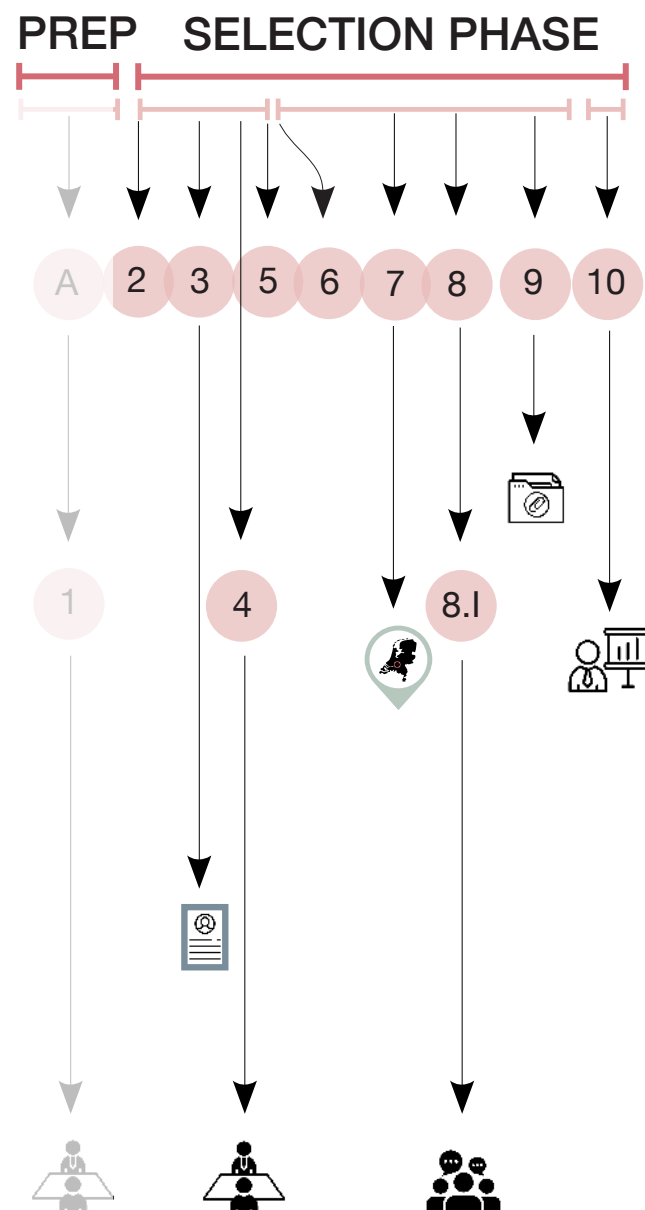
***Separate tender documents** for Commercial real estate & public spaces

3. Commencement of **pre-selection round**. With **motivation letter**: focus on suitability of private developing parties as partners- through using pre-selection criteria elements

4. One-on-one talks

5. **Submission** of motivation letter & **selection** three private developing parties ($x > 3$)

EVENTS & ELEMENTS PROCESS MODEL



6. Commencement **partner-selection round**:
focus on suitability of private developing
parties to the specific location & urban area
development assignment

7. **Location visit** to municipal land development

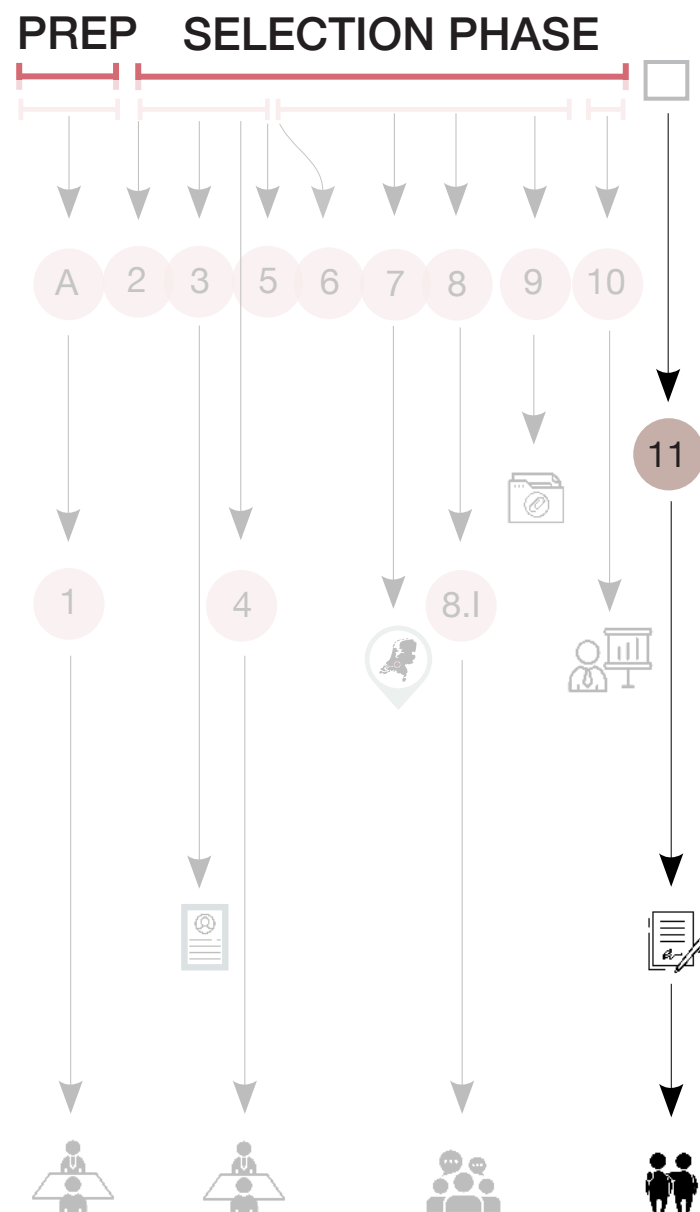
8. Private developing parties focus on answering
partner-selection criteria elements

8.I. **Group dialogue round**

9. **Submissions of final tender documents**
(answers to partner-selection criteria)

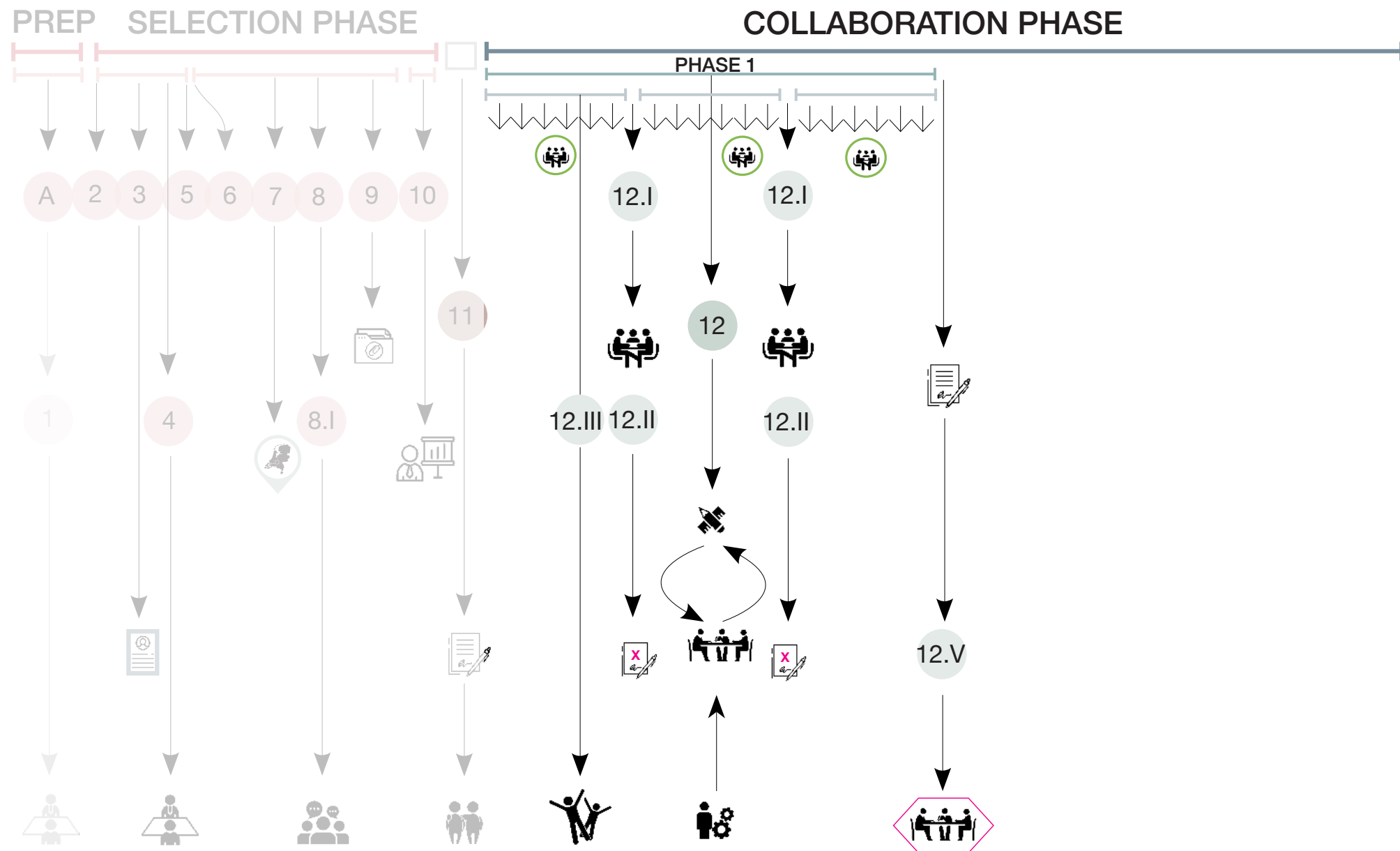
10. **Informal presentations / talks**

EVENTS & ELEMENTS PROCESS MODEL



11. Final award & setting up **aftercare** moment including distribution of **assessment report** + signing of **intention agreement (IOK)** (for phase 1: strategy development phase)

EVENTS & ELEMENTS PROCESS MODEL



- INTRODUCTION
- RESEARCH METHODS
- RESULTS
- CONCLUSION
- DISCUSSION & RECOMMENDATION

EVENTS & ELEMENTS PROCESS MODEL

Collaboration phase = 2 phases: 1) **strategy development** phase & 2) **plan development** phase

12. Commencement of collaboration phase:
phase 1= **strategy development** (SO)

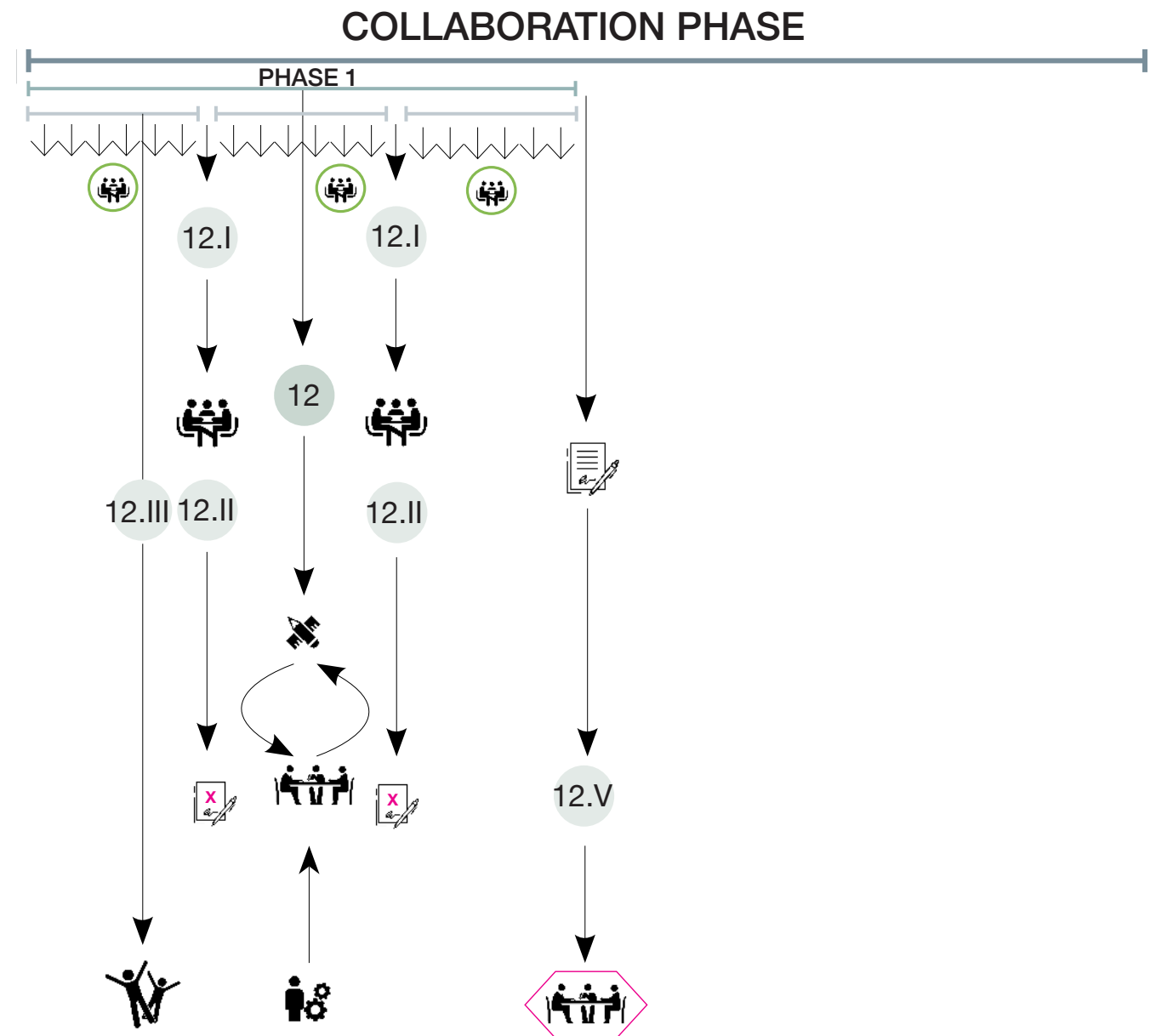
12.I. Divide strategy development phase into
sub- phases: with **evaluation moments** at
the end of each sub-phase.

12.II. **Exit-agreement / moment** after each
sub-phase

12.III. **Informal team-building** events:
(BBQ's, 'Borrels', etc)

12.IV. **Formal meetings**

12.V. **Kick-off meeting** after phase 1



EVENTS & ELEMENTS PROCESS MODEL

13. Sign collaboration / development

agreement (SOK) based on SO >
commencement of collaboration phase:
phase 2: **plan development**
(VO and/or DO)

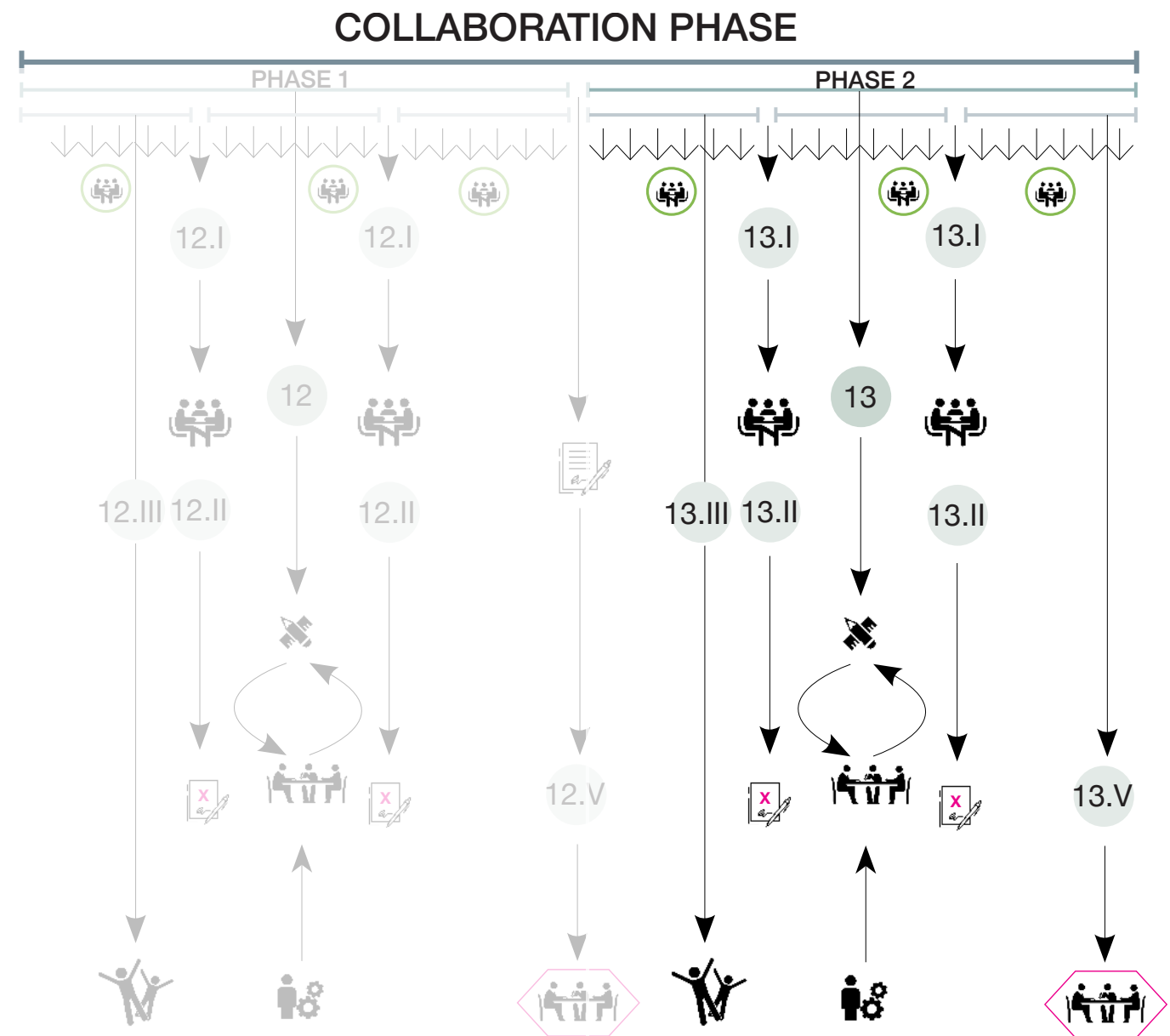
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13.III. **Informal team-building** events
(BBQ's, 'Borrels', etc)

12.IV. **Formal meetings**

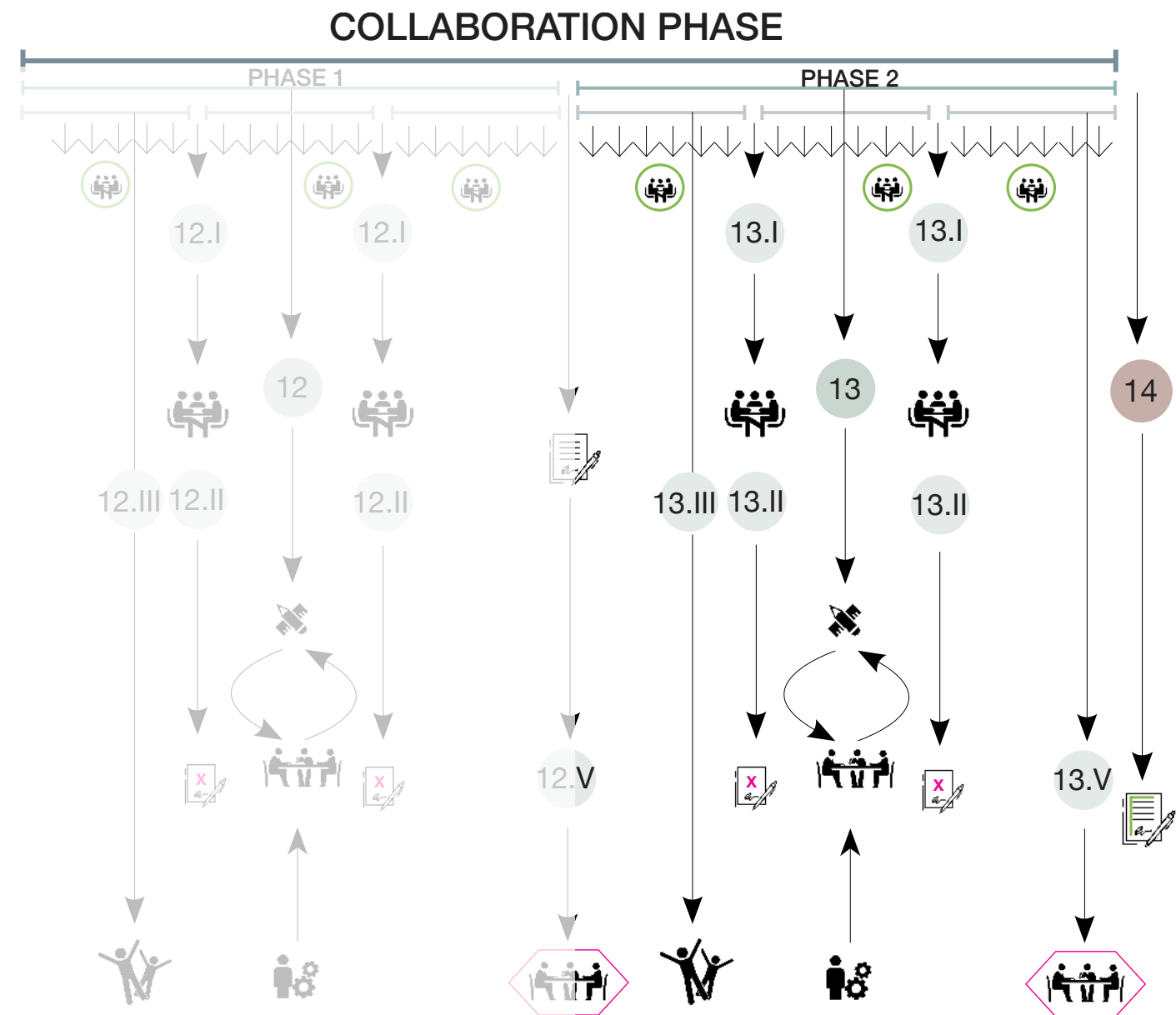
13.V. **Kick-off meeting** after phase 2



EVENTS & ELEMENTS PROCESS MODEL

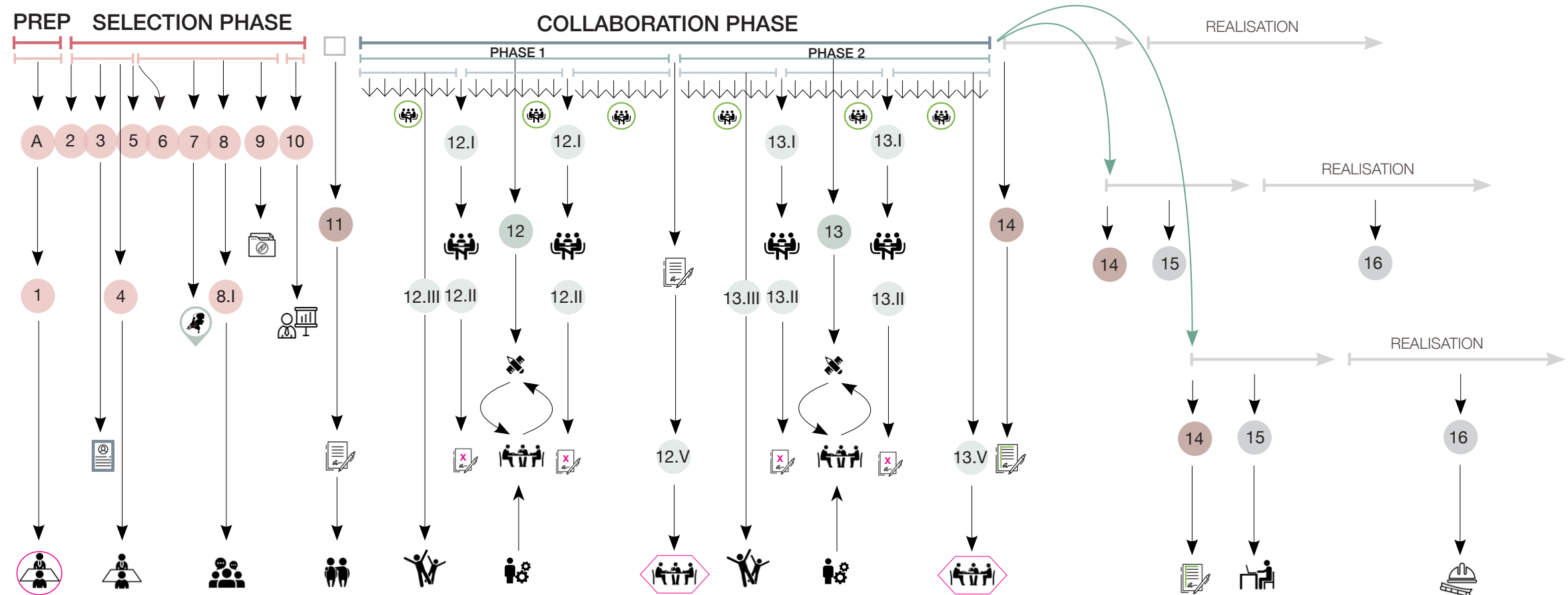
14. Follow-up agreement

(Koop / ontwikkelovereenkomst)



EVENT-BASED PARTNER-SELECTION PROCESS MODEL

THE PARTNER - SELECTION PROCESS



LEGENDA EVENT BASED PROCESS MODEL

Motivation letter	Informal talk / interview	Dialogue	Submission	Presentation	Location visit	Aftercare	Dialogue Rounds
Collaboration Agreement	Informal Meetings	Evaluation Meetings	Exit Agreement	Designing	Collaboration	Formal Meetings	Follow-up Agreement
Kick-off Meeting	Market Exploration						

START



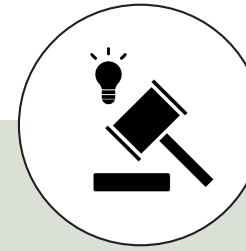
INTRODUCTION



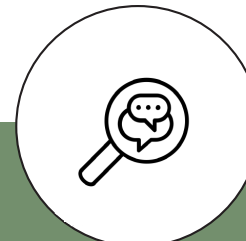
RESEARCH
METHODS



RESULTS



CONCLUSION



DISCUSSION



RECOMMENDATIONS

RESEARCH DISCUSSION

It is interesting to see that the **fundamental elements** of the partner-selection processes are **similar** to the **traditional tender methods**. This was expected and confirms the practicality of the partner-selection process.

The proposal has its limitations as it is designed to accommodate for the formation and continuation of successful partnerships, specifically: the **soft side of the collaboration** between the involved private developing parties and the municipality.

It also focusses on a single organisation level: **project level**

START



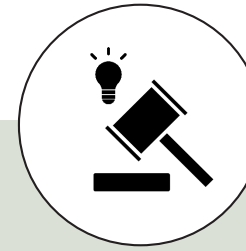
INTRODUCTION



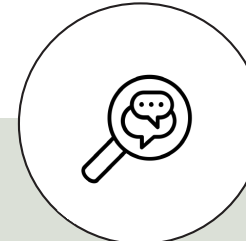
RESEARCH
METHODS



RESULTS



CONCLUSION



DISCUSSION



RECOMMENDATIONS

FUTURE **RECOMMENDATIONS**

The **partner-selection process model** designed serves as the **first step towards obtaining a grip on the new phenomenon**. It is therefore crucial, to study each aspect of the partner-selection process designed in further detail.

Specifically: the **legal & financial foundation** as well as negotiations

More research should also be done considering the **current barriers** of partner-selection:

It is important to explore how these barriers can be overcome.

Biggest barriers: **distrust & fear**, and **old habits**: traditional tender methods

Also, there are currently **many doubts** about the **partner-selection process in relation to the procurement system**. Specifically in terms of public real estate, future research on this topic is necessary.

THE END
-
QUESTIONS

EVENTS & ELEMENTS PROCESS MODEL

A. Preparation phase

1. Market exploration

2. **Public registrations**– in combination with 1) publication of **tender documents** & 2) **conceptual contracts** (intention agreement, collaboration / development agreement, follow-up agreement)

***Separate tender documents** for Commercial real estate & public spaces

3. Commencement **pre-selection round** > **motivation letter**: focus on suitability of private developing parties as partners– through using pre-selection criteria elements

4. One-on-one talks

5. **Submission** of motivation letter & **selection** three private developing parties ($x > 3$)

6. Commencement **partner-selection round**: focus on suitability of private developing parties to the specific location & urban area development assignment

7. Location visit to municipal land development

8. Private developing parties focus on answering partner-selection criteria elements

8.1. Group dialogue round

9. **Submissions** of **final tender documents** (answers to partner-selection criteria)

10. Informal presentations / talks

11. **Final award** & setting up **aftercare** moment including distribution of **assessment report** + signing of **intention agreement (IOK)** (for phase 1: strategy development phase)

EVENTS & ELEMENTS PROCESS MODEL

Collaboration phase = 2 phases: 1) **strategy development** phase & 2) **plan development** phase

12. Commencement of collaboration phase: phase 1= **strategy development** (SO)

12.I. Divide strategy development phase into **sub-phases**:
with **evaluation moments** at the end of each sub-phase.

12.II. Exit-agreement / **moment** after each sub-phase

12.III. Informal team-building events (BBQ's, 'Borrels', etc)

12.IV. Formal meetings

12.V. Kick-off meeting after phase 1

13. Sign **collaboration / development agreement (SOK)** based on SO > commencement of collaboration phase: phase 2: **plan development** (VO and/or DO)

13.I. Divide strategy development phase into **sub-phases**:
with **evaluation moments** at the end of each sub-phase.

13.II. Exit-agreement / **moment** after each sub-phase

13.III. Informal team-building events (BBQ's, 'Borrels', etc)

12.IV. Formal meetings

13.V. Kick-off meeting after phase 2

14. Follow-up agreement (Koop / ontwikkelovereenkomst)