

# Managing a Public-Private Joint Venture: the PTB Case

## Follow Up

### Responding to the crisis and consolidating PTB

When the storm broke, PTB's executives, led by the Chairman of the Board of Directors, Josep M. Ribas, went to see Santpedor's Mayor Laura Vilagrà . Mayor Vilagrà made her discontent plain and said that she was thinking about leaving PTB. If her Town Hall was to stay on board, it would have to be under certain conditions. The first of these was that if PTB wanted to act in the municipality, it would have to inform the Mayor directly regarding any land purchases and its purpose, among other things. In other words, she wanted to be kept fully informed of any PTB initiatives in her municipality. The second condition was that PTB could not purchase any land earmarked for non-developable purposes unless either the County Master Development Plan or the town hall concerned had previously re-zoned the site as suitable for development. Santpedor's Mayor did not want to be put in the position of forcing town halls to re-zone land. She said:

*“In the beginning I took a more cautious, fearful stance towards the company. But once I saw all the work being done and the sheer enthusiasm in pursuing worthwhile projects for the county, I saw things in another light. There are private individuals who have invested money in a venture that has yet to show a profit.”*

A businessman also commented on this aspect:

*“The project has gradually revealed its virtues, and we're all convinced that it will turn out well. But it hasn't been easy; if you can't show results, people think you are taking them for a ride.”*  
*Laura Vilagrà admitted that “public and private partners don't speak the same language.”*  
*Moreover, all the biggest developers in the county are in the company. As a left-winger, it makes me a little uneasy.”*

This case was an honorable mention winner in our 2009-10 “Collaborative Public Management, Collaborative Governance, and Collaborative Problem Solving” teaching case and simulation competition. It was double-blind peer reviewed by a committee of academics and practitioners. It was written by Angel Saz-Carranza and Albert Serra, of the Institute of Public Governance and Manage, ESADE-Ramon-Llull University, Barcelona, Spain. It was edited by Martha Ketcham. This case is intended for classroom discussion and is not intended to suggest either effective or ineffective handling of the situation depicted. It is brought to you by E-PARCC, part of the Maxwell School of Syracuse University's Collaborative Governance Initiative, a subset of the Program for the Advancement of Research on Conflict and Collaboration (PARCC). This material may be copied as many times as needed as long as the authors are given full credit for their work.

Jordi Valls, the Mayor of Manresa, referred to this in the following terms:

*“All too often, the left-wing has an ideological preference for the public sector and treats the private sector with suspicion. From this standpoint, the public sector is fair and the private one unjust. What is egalitarian in the public sector is elitist in the private realm. The Left has to learn to take risks and be more creative.”*

Once it had overcome the crisis, PTB took precautions to avoid similar problems in the future. It visited the local town halls and institutions to explain the project. The assistant to the General Manager of PTB indicated: “I believe the prison affair and the change in Chairman were a watershed for the company. Up until then, we hadn’t paid sufficient attention to communications.”

**Figure: Plan of Central Park**



PTB solved the issue by buying the Sant-Fruitós land from the owner who had wanted to build a residential centre and hotel there. It then granted the land to a consortium consisting of the Sant-Fruitós and Manresa Town Halls in order to create a green belt for the Technology Park. The negotiations were tricky because PTB was buying land zoned for residential use on which it wasn’t going to build real-estate. It therefore had to buy the land as cheaply as possible so as to not threaten the project’s overall profitability. PTB reached an agreement with Manresa Town Hall through which the company would receive a 95% rebate on the building taxes levied on the Technology Park. “We hammered out a deal, but it was tough because we were forced to buy something that had no value for us – just a green space – so we weren’t willing to pay the real-estate prices,” recalled Masana, Deputy CEO of Manresa Savings Bank. He went on to say,

*“That was how we dealt with the main issue holding things up. We first called it the “Manresa Technology Park”, then “Central Park” and finally opted for “Central Technology Park”, expanding the Agulla Park by 19 hectares in the process.”*

Other disagreements cropped up after the first round of negotiations with Sant-Fruitós Town Hall, the owner of Agulla Park land which borders land owned by Manresa Town Hall. The problem this time around was that under the park regime, all tax revenues generated by firms in the park were payable to Manresa Town Hall. This issue was not resolved until late 2007, when a consortium comprising of the two councils was created. It was agreed that the tax revenue generated by the Technology Park would be invested in Agulla Park, whose green spaces would provide a differentiating factor for the firms setting up in the adjoining Technology Park. Masana noted:

*“Don’t forget that Manresa Town Hall was run by the tripartite coalition made up of a center-left party and two left-wing parties, whereas Sant-Fruitós was run by a center-right party. So the two councils were on opposite sides of the political fence.”*

Overcoming this hurdle was difficult, and everyone had to sacrifice something to reach a deal. The town halls and PTB got the green light for the Technology Park initiative which was of great importance for the local economy. The Agulla Park Association got a bigger park, which now included the “green belt” bought by PTB from Sant-Fruitós Town Hall. According to Manresa’s Councilor for the Economy, this was possible because all the parties were motivated to cut a deal and were convinced that the project was good for the county. A lot of persuasion was needed, which involved defining what a technology park consisted of and distinguishing it from a run-of-the-mill industrial park. A further problem was that planning regulations did not cover technology parks; they only dealt with logistics parks. This legal vacuum slowed down the paperwork.

PTB set up a panel of experts drawn from various fields, mainly in business innovation and technology. The panel was established before issues were resolved with the Agulla Park Association but shortly after the Agulla Declaration. The panel consisted of environmental, technology, urban-planning and economic development specialists. It reflected on the criteria used to set up a Technology Park in Bages County. In early 2005, PTB received two reports. The first one detailed the factors which make a technology park attractive, including the kind of features expected of buildings. The second report set forth the environmental criteria PTB should follow in drawing up the project.

At the same time, PTB organized trips to other technology parks as part of its public awareness campaign. One of these was a trip to the Basque Country to see the technology parks there first hand. PTB took the then Manresa Councilor for Economic Development, the Manresa Councilor for Urban Development, Lluís Piqué (spokesman for the Agulla Association and President of the Bages Architects Association) and others on this trip to the Basque Country. According to Josep M. Ribas, the visits were highly instructive. Lluís Piqué thought the same: “The visit to these sites gave [us] a much better idea of what a technology park was.”

### **PTB: The final impetus for the Technology Park**

After drawing up a single urban plan for the technology park at the end of 2004, PTB recruited an external advisor with a strategic and commercial vision. At the end of 2004, PTB expanded its capital for the second time. This was to facilitate the Regional Government’s entry as a shareholder. “The Regional Government takes a hand in PTB and becomes its second-largest shareholder” read the headline in the county’s main newspaper, *Regió 7*. The Regional Government’s stake took the form of €2m. It was given two seats on the Board. This step helped smooth the aforementioned negotiations. “We couldn’t do anything without the [regional] government’s agreement because a project of this nature had to fit in with regional policy,” noted Josep M. Ribas.

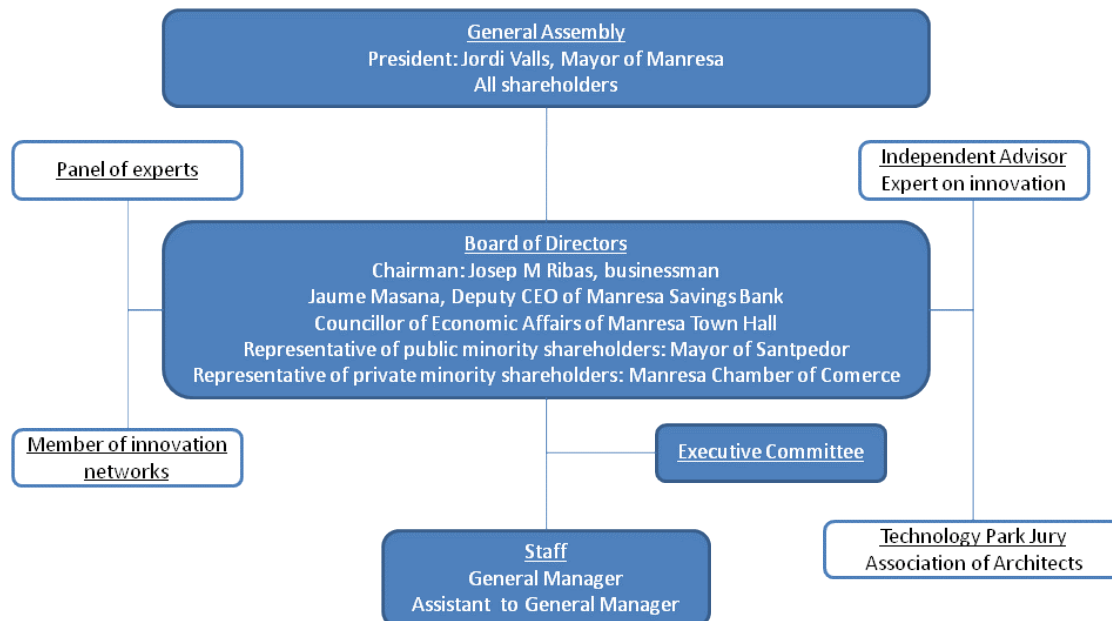
The Regional Government’s stake also highlighted the project’s importance and ensured that it would be carried out. It also reassured several businessmen who had begun to wonder whether the project would ever get off the ground. Jaume Masana recalled that, at one point, one of the businessmen wanted to back out. “Another guy piped up and said he would pay 10% over the odds for his stake. When the first one said he hadn’t mentioned a price, the second one asked him to think it over. Nothing ever came of it.” Masana noted that none of the shareholders has ever pulled out since the company was formed.

In mid-2005, PTB forged links with the technology sector by joining the Spanish Association of Technology Parks and the International Association of Science Parks. The project was quickly winning approval in the business community in the county, and, although the project still had gaps, many businessmen wrote to PTB to express their support. This encouraged the founders to press on.

At the same time, efforts were made to attract companies to the site and to define the park's architecture and functions. A competition was held in which four architecture firms took part. Two were proposed by PTB and two put forward by the Architects Association which took an active part in designing the park's layout. According to Lluís Piqué: "PTB asked the Architects Association to actively participate in the project as members of the jury choosing the best proposal for *Central Park*." PTB gave each of the competitors a dossier containing the study drawn up after the visits to the Basque Country's technology parks. The winning project was chosen at the beginning of 2006 after public exhibition of the four proposals. The jury members were drawn from the Architects Association and from the public and private sectors. The winning proposal was subsequently merged with earlier technical and environmental studies to ensure the end result was visually attractive and fully met business and technology needs.

Once the park's architectural design had been settled in 2006, PTB succeeded in obtaining a commitment from Microsoft to set up its International Productivity Innovation Centre there. Other major companies in the area decided to move to the park. After overcoming various crises in 2006 and putting the final technical touches to the Technology Park project, PTB realized it needed someone to seek out firms and monitor those setting up there. In late 2006, the company recruited a new general manager who had a more technological profile than the former. The Chairman of the Board at the time, Josep M. Ribas, referred to the kind of person PTB needed for the job as follows: "He has to be on the same wavelength as these sorts of companies and speak the same language."

**Figure: PTB's main players after changes**



However, the project was still not in the home stretch. The park's architecture and layout had been fully agreed upon by the local governments but then rumors emerged that the Regional Department of Highways had not yet scrapped its plans to link the Manresa ring road and the East-West Highway. This link would run right through the middle of the technology park and eliminate its green belt in one fell swoop. This set the project back several months, much to PTB's chagrin – not least of which was because companies had begun to show an interest in setting up on the site. The Regional Department solved the problem by drawing up a new plan to build an underground road interchange.

Five years after PTB was set up, the company had yet to turn a profit. Josep M. Ribas put it this way: "Profitability is zero now because all we've done is buy [land]. We haven't sold anything yet." Even so, Jaume Masana argued: "It will be a financial and social success for those who put money into the project." Masana also noted that PTB forecast an overall rate of return (ROR) on all the projects above the 10% per annum target. However, he admitted that the ROR on the star Technology Park project would fall short of this target given that the scheme was very complex and would incur high costs for the site layout and the provision of common services.

As Manresa Savings Bank's Deputy CEO noted, although no dividends had been distributed, backers could see that investment in PTB was profitable. This could be seen by the successive expansions of capital which have all borne a premium. "If someone wants to invest now, obviously the shares are worth more than at the outset. The Regional Government paid a premium for its stake, as have private investors who came in later," remarked Masana.

At the end of 2007, there was a long list of companies waiting to set up in the Technology Park and in other parks in the area. Building work on the Technology Park began in early 2008. PTB estimated that construction would take about a year, and work on other projects was already under way.

Although everyone involved considered PTB a success, people were beginning to look beyond the immediate future. The current General Manager noted: "The biggest challenge is to consolidate the Technology Park. Another challenge is to ensure continuity and draw up new proposals. As I see it, those are the two challenges we face."

# News Headlines

## Green light for the Agulla Technology Park (4 May 2005)



**I TAMBE...**

**Oriol Rosell**

**L'Espanyol s'endú la perla del Manresa infantil**

► Tenia una oferta formal del Real Madrid que estava a punt d'acceptar, però ha aparcat l'Espanyol i s'ha endut Oriol Rosell, fill de Pelegrí i gran promesa del Manresa infantil B. No li caldrà exaltar-se. ► Pàg. 30

**Sant Joan**

► S'inaugura una ampliació significativa de l'empresa Vila Vila. ► Pàg. 24

**Balsareny**

► Què ens per la tala d'un bosc de 4 hectàrees. ► Pàg. 5

**Solsona**

► Detenen un treballador d'Oltana acusat d'instalar l'empresa. ► Pàg. 4

NEIX UN GRAN PROJECTE

# Llum verd al parc tecnològic de l'Agulla

► El projecte d'àrea de recerca i innovació que empeny la societat mixta PTB ja té l'acord dels ajuntaments de Manresa i Sant Fruitós ► Pàg. 2 i 3



L'operació del parc tecnològic crea una àrea per a empreses d'alta tecnologia i permet, a més, una ampliació molt substancial del parc de l'Agulla

### La reforma de la Seu passa del portal de Sant Antoni a la rosassa

El portal de Sant Antoni, el que dona al Cardener, ja presenta un aspecte rutilant fruit de la restauració que s'hi acaba de realitzar. Ara, comencen a preparar les obres a la rosassa. ► Pàg. 5

El portal restaurat

### Tres dels quatre cirurgians de l'hospital de Berga, de baixa

L'hospital de Sant Bernabé de Berga haurà de derivar a Althaia, a Manresa, una part de la cirurgia d'urgència mentre duri la coincidència que tres dels quatre cirurgians del centre estan de baixa per malaltia. La gerent de l'hospital, Lourdes Camp, va assegurar abir a aquest diari que les repercussions per als usuaris seran mínimes, ja que el cirurgià que queda disponible i el personal que reforça el centre als serveis de guardia podran fer que el nombre de malalts derivats a Manresa no sigui significativament superior al normal. ► Pàg. 9

**Motor Cadí** T'agrada conduir?  
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# PTB hires 8 advisors to set criteria for the Central Park (16 November 2007)

## ECONOMIA »

<p>DÒL·LAREURO 1.629,46 (-0,06%)</p>	<p>LUXUREURO 97.140,86 (+0,944%)</p>	<p>ENEURO 367,36 (-1,23%)</p>
<p>IBEX-35 15.725,99 (-0,27%)</p>	<p>BORSA BCN 1.226,16 (-1,75%)</p>	<p>BORSA MADRID 1.762,45 (-0,48%)</p>

### PTB fitxa vuit assessors per fixar els criteris que modelaran el contingut del Parc Central

Captar empreses perquè s'instal·lin al Parc Tecnològic i establir uns criteris comuns per fer-ne la selecció és la tasca de la qual s'ocupa la recent creada Comissió Assessora del Parc Central. Un òrgan format per deu representants de diversos àmbits que volen aportar una visió àmplia de les activitats al parc

**ALBA IGLESIAS**  
Manresa

Quins són els trets que fan que certes empreses encaixin al perfil del Parc Tecnològic de la Catalunya central? Amb quins criteris es decidirà? Quines seran les prioritats a l'hora de fer la selecció i la captació d'empreses? Totes aquestes qüestions queden en mans, a partir d'ara, de la Comissió Assessora del Parc Central, un òrgan creat expressament per debatre i determinar cap a quin àmbit d'activitats s'orienta el Parc Central.

Són vuit persones les que han estat fitxades per formar la comissió i que, dividides en quatre blocs, ha acompanyen funcions complementàries. D'una banda, Eugeni Terré i Xavier Ferrás tenen una àmplia experiència en el món empresarial i de la política pública; Albin Jordà i Dolores Troyano són entesos en política pública local; Albert Gómez Pardo i Josep Alabern són competents en matèria de desenvolupament econòmic i tecnològic; i, finalment, Jordi Martí i Lluís Torner tenen un ampli coneixement en el món tecnològic i la recerca.

#### LA COMISSIÓ D'EXPERTS



**Eugeni Terré**  
President de la Comissió Assessoradora. MBA per l'IESE; exdirector d'Innovació del CIDEM (1999-2001). Actualment és director general d'Invepyme, SCR.



**Xavier Ferrás**  
Nascut a Manresa. Director de Desenvolupament Empresarial del CIDEM, professor d'Operacions i Innovació a ESADE. Excoordinador del Pla d'Innovació Tecnològica.



**Albin Jordà**  
Tinent d'alcalde d'Economia, Innovació, Empresa i Universitat de l'Ajuntament de Manresa. Titulat en Direcció General per EADA i enginyer superior en Telecomunicacions.



**Dolores Troyano**  
Licenciada en Dret per la Universitat Autònoma de Barcelona. Regidora de Promoció Econòmica, Recursos Humans i Hisenda de l'Ajuntament de Sant Fruitós.



**Josep Alabern**  
Nascut a Manresa. Director i gerent d'Aigües de Manresa, SA. President de la demarcació de la Catalunya central del Col·legi d'Enginyers Industrials de Catalunya.



**Albert Gómez Pardo**  
Enginyer Tècnic Industrial. Professor titular en Tecnologia Mecànica. Actualment exerceix de degà del Col·legi d'Enginyers Tècnics Industrials de Manresa.



**Jordi Martí**  
Nascut a Manresa. Licenciat i Màster en Administració i Direcció d'Empreses. Director de l'àrea comercial i màrqueting del CTM i membre del consell de direcció.



**Lluís Torner**  
Doctor per la UPC. Catedràtic d'aquesta universitat i director fundador de l'ICFO (Institut de Ciències Fotòniques de Barcelona). Investigador en diferents universitats dels EUA.

Tots ells s'encarregaran d'establir criteris i procediments per atraure i seleccionar empreses. El president de la comissió, Eugeni Terré, compara la recent creada comissió amb una selecció de jugadors de bàsquet: «és com si tinguéssim un terreny de joc i ara haguéssim de decidir els jugadors, que s'han de complementar i tenir

**habilitats diferents». Terré ha afegit que els criteris que decidiran si una activitat s'hi pot traslladar o no «no podem ser flexes, ja que el nostre cursiu consisteixment».**

La comissió arriba en el moment just en què s'han de concretar quines empreses s'hi implicaran. Des de fa mesos, l'empresa de Projectes Territorials del Ba-

ges (PTB) ha establert contactes només amb empreses de la comarca, i serà a partir del 2008 quan s'obriran les converses de negociació amb empreses de tot Catalunya, de la resta de l'estat i «*ofon paguem sentir*». En aquest sentit, el conseller delegat del PTB, Xavier Furió, ha volgut constatar que «la valoració de la

relació establerta amb les empreses de la zona és molt bona, ja que han estat moltes les que s'han interessat pel projecte». Però no totes les activitats o empreses tindran cabuda en el Parc Central; Terré ha remarcat que «*evidentment hi haurà algunes activitats que no s'hi podran instal·lar, com les extensives o de valor afegit*».

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### Les obres al Parc Central s'iniciaran el primer trimestre del proper 2008

PTB és al tram final de la fase de gestió urbanística, i ja ha iniciat el procés de comercialització amb empreses. És per això que està a punt d'iniciar les obres al Parc Central. El president del PTB, Josep Maria Ribas, ha assegurat que les obres començaran el primer trimestre del 2008 i que aleshores «estarem en el moment clau: veient com passen coses de

manera física al Parc Central». Ribas ha explicat, fent referència a les crítiques per la lentitud del procés de gestió urbanística, que «per la seva complexitat i pel propi procediment, i perquè ho hem volgut fer de manual, potser aquesta fase ha estat més lenta del que ens esperàvem, però no per això ens hem de posar nerviosos». El president ha volgut recordar que

en aquesta propera fase de construcció es continuarà tenint en compte tant les formes com el contingut. «Des de l'inici hem fet avançar en paral·lel les formes (allò que es tenia més ganes de saber, com el concurs d'arquitectes i el projecte urbanístic) amb els continguts. I per això, ara que estem en el moment clau, no ens volem oblidar d'aquest doble vessant».

Manresa's technology park to start construction in 08 (27 July 2007)

I TAMBE...



Alfons Alzamora

**Alzamora promet èxits per al Ricoh si hi ha implicació**

► Alfons Alzamora, el nou president del Ricoh Manresa que es va presentar ahir, creu que si la plantilla està compromesa en el projecte hi pot haver bons resultats. » Pàg. 27

**Solsona**

► Ingressa a presó un home que havia robat en un comerç de construcció. » Pàg. 4

**Puigcerdà**

► Els municipis d'ERC no accepten un pla urbanístic comarcal. » Pàg. 10

**Henry es mostra actiu en el debut i marca**



Iniesta

Henry, l'última esperança per millorar el joc blaugrana, va debutar i va marcar, però ho va fer en el rebot d'un penal i després d'un partit molt gris. » Pàg. 30

# El parc tecnològic de Manresa estarà en obres a partir del 2008

► El projecte emblemàtic del PTB ha superat el tràmit urbanístic i ara inicia la comercialització mentre espera el primer moviment de terres » Pàg. 2 i 3



Josep Amengou i José Luis Buenache, gerent de FORUM i regidor, mirant la zona dels futurs enderrocs

## Manresa apuntala les cases veïnes als enderrocs

L'Ajuntament de Manresa i l'empresa FORUM han pres nota dels esfondraments de cases que hi va haver fa un any a la zona de les Escodines i ara s'han decidit a apuntalar els habitatges que poden estar en perill. Sota unes aparellades estructures metàl·liques exteriors, el nou regidor d'Habitatge, José Luis Buenache (PSC), va admetre que per part de l'anterior equip de govern «potser hi havia hagut manca de sensibilitat». Aleshores, aquesta àrea era en mans d'ERC.

Els apuntalaments es faran en tres cases del carrer de les Escodines. És una de les mesures que esmentava l'estudi informatiu encarregat després dels esfondraments. » Pàg. 5

## El fiscal manté l'acusació contra el dibuixant Manel

El fiscal de l'Audiència Nacional no demanarà presó per als dibuixants Manel Fontdevila i Guillerms Torres, autors de la portada que va originar el segrest de la revista El Jue-

ves, però manté l'acusació. El manresà Manel Fontdevila i Guillerms, que abans d'ahir van declarar davant el jutge, s'enfronten a una sanció econòmica que haurà de determinar el

magistrat. El fiscal considera que amb l'acudit en què es veien els príncips en una relació sexual es va cometre un delicte d'injúries al successor de la Corona. » Pàg. 36

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