

Integral, sa

Until 2004, when an employee partnership took the management of the company, Integral underwent the changes of the eighties and the nineties, the settlement and development of new services and techniques (its own or foreign ones) and thus the company has evolved, together with every agent within the construction field in Spain.

*As far as Integral is concerned, how are the beginnings and development of Project Management in Spain?*

The early Project Management within our markets arose from the needs of the multinational European clients in the eighties and nineties as regards their investments and developments in Spain. Within their organizations they were very used to these management procedures as an efficient methodology to face real estate investments in their markets. Thus, these multinational clients did bring into our business the fact of facing their investments according to an efficient management culture, that is to say Project / Construction Management. Their early investments were those in tertiary, industrial and distribution, and they were related to construction management.

PM / CM arose from a natural phenomena since in these fields there were several companies dedicated to execution and assembling, nowadays the so called "subcontractors", highly technified. The construction management basically consisted of the coordination in situ of these companies, and demanding their presence in the construction process. In general, these markets were out of the huge constructors, the aim of which was focused on the public works and the infrastructures.

As every body knows, the company culture in Integral has as a starting point the Agiplan European culture and the relationship among the fifteen companies settled in eight countries. The synergies created among the companies and their multinational clients made that Integral bet in management. Thus in 1984 Integral Contract was created, in order to undertake constructions by means of package coordination with a guaranteed price.

Our first Project Management contract was signed in 1989. Our experience shows that the market situation those days was not suitable enough for a sustained development of this service.

*Which opportunities have led both Project & Construction Management to Integral's expansion / evolution?*

The features of the construction industry in Spain distinguish conceptually between Project and Construction Management. CM appears such an amalgam of services during the works phase; from the economic control in technical assistance, to its essence: the works packaging as a main constructor. PM is like an expansion of the real estate tasks by means of delegation, having the external PM heavier or lighter weigh, thus inversely proportional to the real estate professionalism, both public and private. Presently it is not possible to face an investment within the building industry in Spain without a management structure, both in Project and Works phases.

*Which are those subjects still undeveloped about PM in Spain?*

- a) Clarify the concepts Project / Construction Management. What do we want to buy? What can we offer?, distinguishing among the different services
- b) Having a legal frame, the building regulations must recognize the P/CM reality

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- c) implying the public administration as a client
- d) consolidate the markets
- e) adequate training to the staff and professionalism
- f) there is a melting pot of cultures within the sector; we should await for a selection process
- g) the services must be recognised and rewarded correctly

*What do you think about apply these services to the public administration projects?*

There are very positive experiences with publicly financed companies, especially in the Catalan region, which have assumed that management in the construction field does imply advantages: destresses the conceptors, thus focusing on their task, assumes the control of costs, terms and quality, and allows facing the problems when there is still time to take decisions and corrective measures.

In this field the public financed companies (the ones which join the contracting methods of the public administration with the management culture of the private company) will be the leading ones. Some difficulties will have to be ironed, regarding both restrained interpretations of the contract legislation and some gremial institutions intervening too much.

In addition to this, the decisions of the public administration are founded in the changes the construction industry may undergo, featured today with a lack of efficiency and development of new technologies.

*How do you understand the "working together" concept?*

According to our experience, the key consists of being willing to the understanding, respecting the "character" every agent plays and saving the responsibilities of these agents as regards the LOE.