

Let me tell you a (horror) story: Mega projects

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for

IMaR 2022

What is happening?

How are we doing?

Horror or happy story?

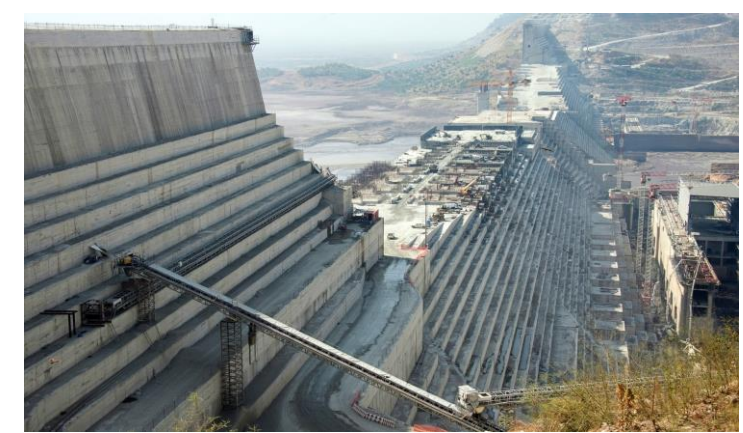


What is happening?

More mega projects



Merdeka 118, World 2nd tallest
Est.Cost: \$1,700,000,000, Kuala Lumpur, Malaysia



The Grand Ethiopian Renaissance Dam
Est.Cost: \$5,000,000,000, Bameza, Ethiopia

California High Speed Rail
Est.Cost: \$98,000,000,000,
California, USA



Dubailand
Est.Cost: \$76, 000,000,000, Dubai
(United Arab Emirates)





La Défense
Est.Cost: \$1,000,000,000, Paris, France



Energy Islands of Denmark
Est.Cost: \$210,000,000,000, Denmark

What is
happening?

More mega
projects

Belgrade Waterfront
Est.Cost: \$3,500,000,000, Serbia



Blanka tunnel complex
Est.Cost: \$1,970,000,000, Prague,
Czech Republic



Giza pyramid

Estimated Cost today:
\$1,2bln. - \$5bln.



Improving Kansas' public schools could cost the state as much as \$2 billion more a year, depending on its ambitions for boosting student performance, according to a new report

My First Megaproject: 20,000 Schools in Nepal

Published on May 13, 2021



What is happening?

Diverse mega projects

The Human Costs of Education Reform: The Case of School Reconstitution

Jennifer King Rice
Betty Malen

What is happening?

Mega mega projects: Giga & Terra

Vision 2030: All you need to know about Saudi Arabia's giga-projects



The Qiddiya project aims to be a destination where Saudis can find excitement, inspiration, creative communities and opportunities for investment and work. (Supplied) 1 / 12

- Huge developments aim to put Kingdom on global tourism map
- Work on first development in \$500bn NEOM zone set to complete in 2020



How are we doing?



Project success: change

The Ciudad Real Central
Airport in Spain, \$1.3 billion

An abandoned airport sold
for a €10,000



Project management success: the triangle

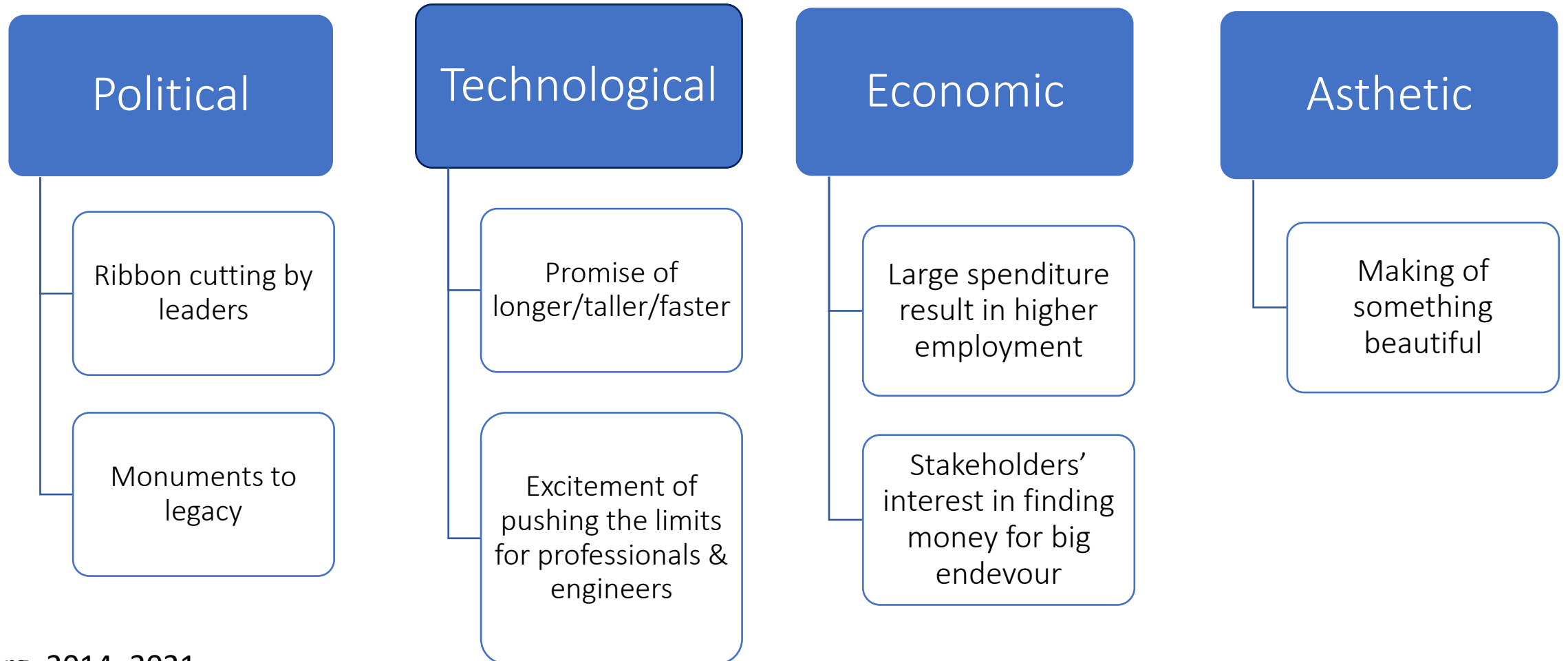
The Sydney Opera
House: 1357% over
budget and ten years late



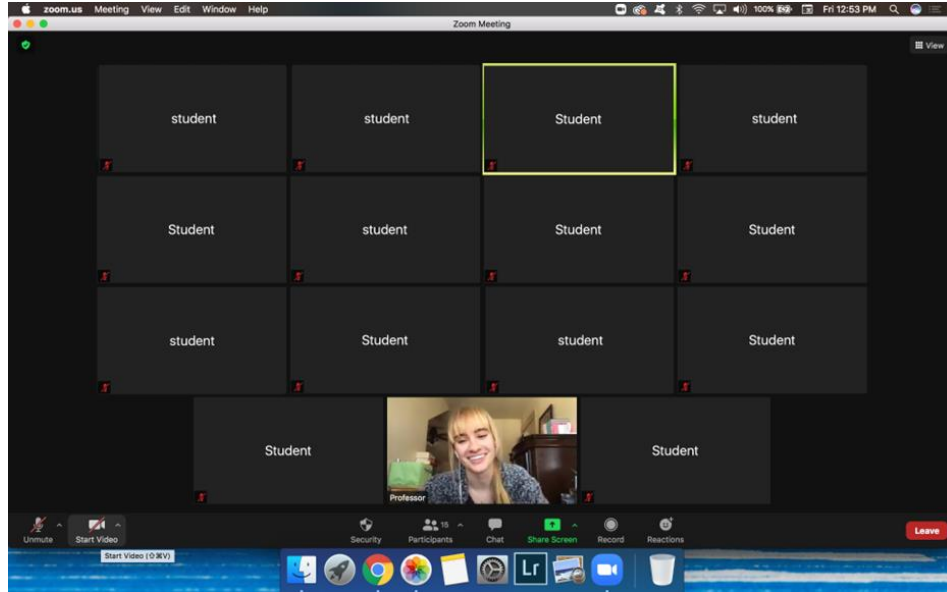
Horror or
happy story?



Four sublimes of mega projects: Top down story



Covid, Migration: Accidental story



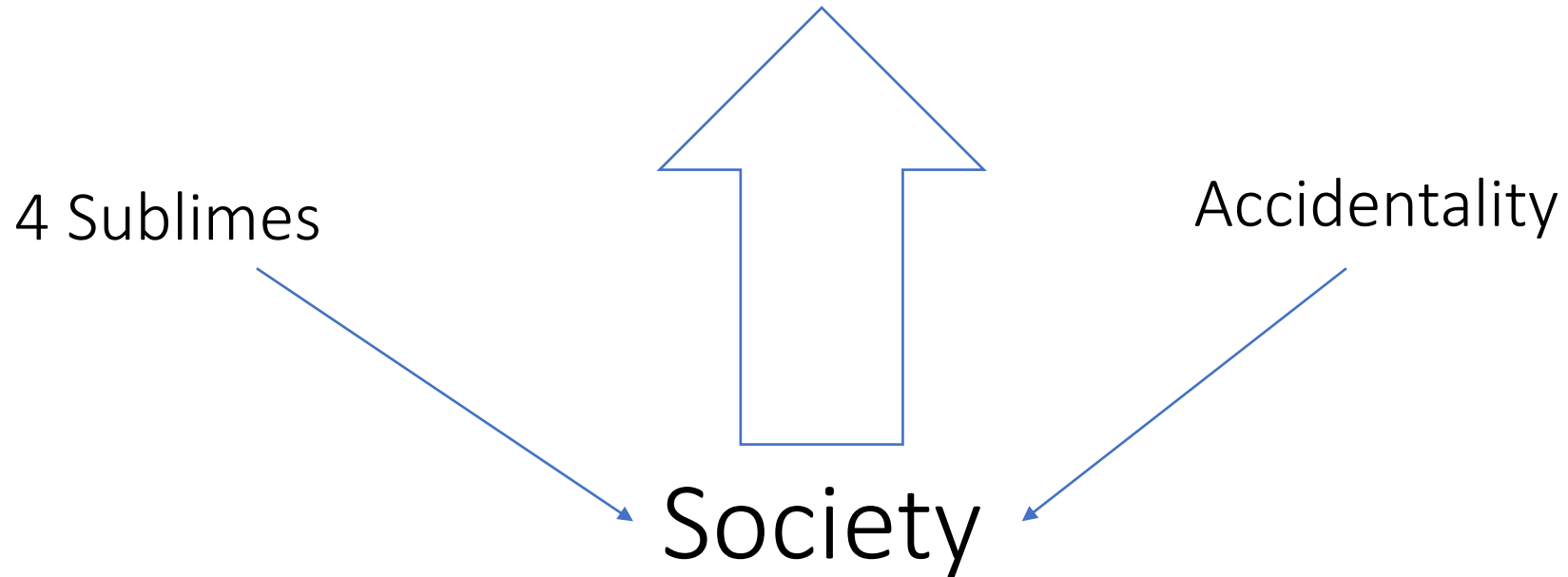
Globally, over 1.2 billion children were out of the classroom. Education has changed forever



Since February 24, 2022 more than 5.9 million refugees from Ukraine have crossed the Polish border

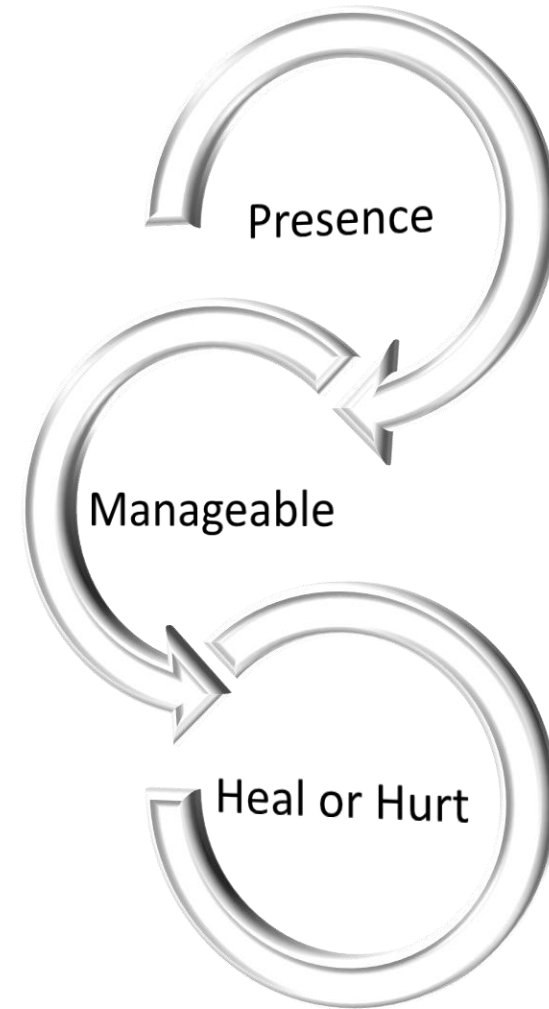
New (better be good!) normal: Bottom up story

3 Normatives of mega projects

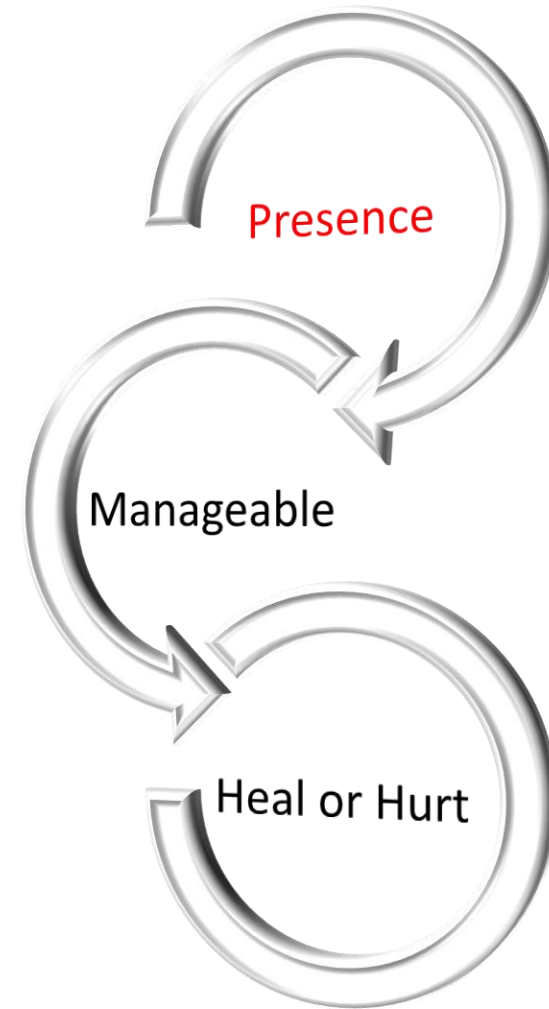


Normative

what we perceive as normal, or what we think should be normal

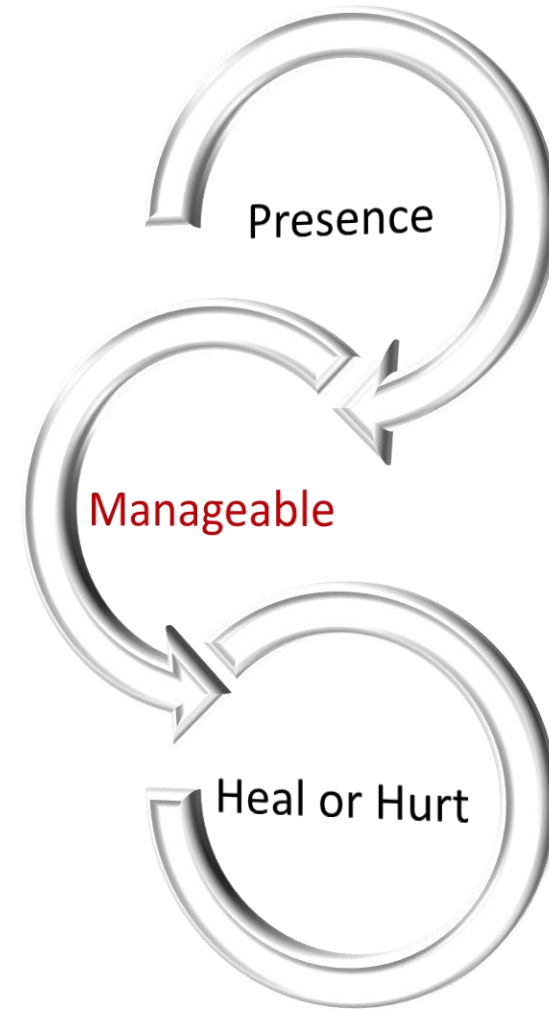


People have never paid so much attention to megaprojects as in the contemporary era and the construction density of mega project also hit the highest point in history



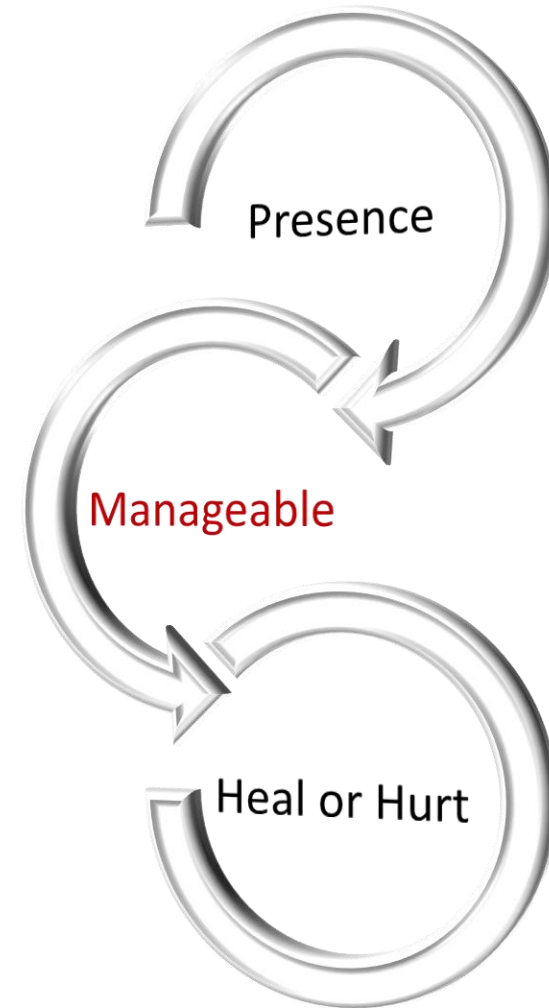
Expectation for better management

Unless the explosion in megaprojects is carefully redirected and managed, the effort is likely to be counterproductive and unsustainable



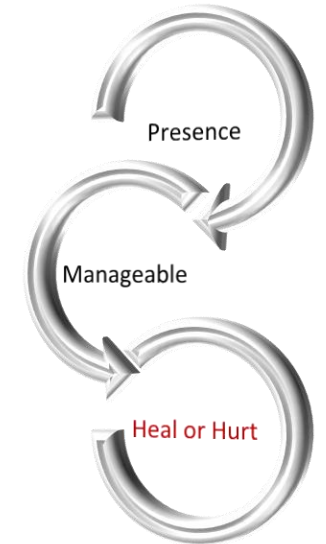
How to manage better

- Consider the “second important factor”
- Using failure science
- Implementation: Modularity, Replicability & Speed



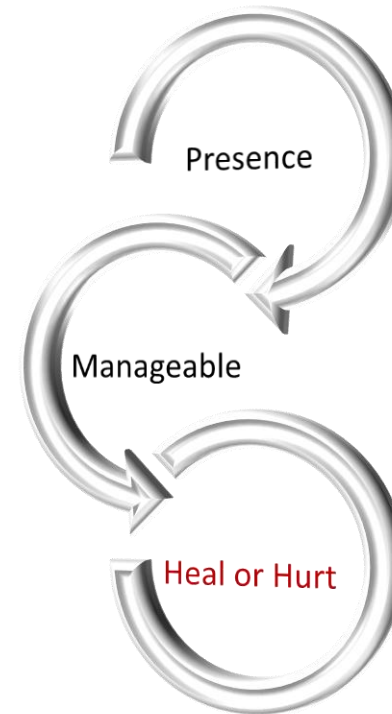
Mega project & social conflict

- Mega projects emerge from social conflict
- Mega projects cause social conflict
- Social conflict is needed
- Mega project functions as a safety valve in society



Never ending story? It is not over, when it is over

Megaproject cause a lot of disputes, although it has been finished for along time



Motivated?



Thank you!