



TECHNICAL PROPOSAL FOR CONSTRUCTION INVESTMENTS

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TECHNICAL PROPOSAL

1. Presentation

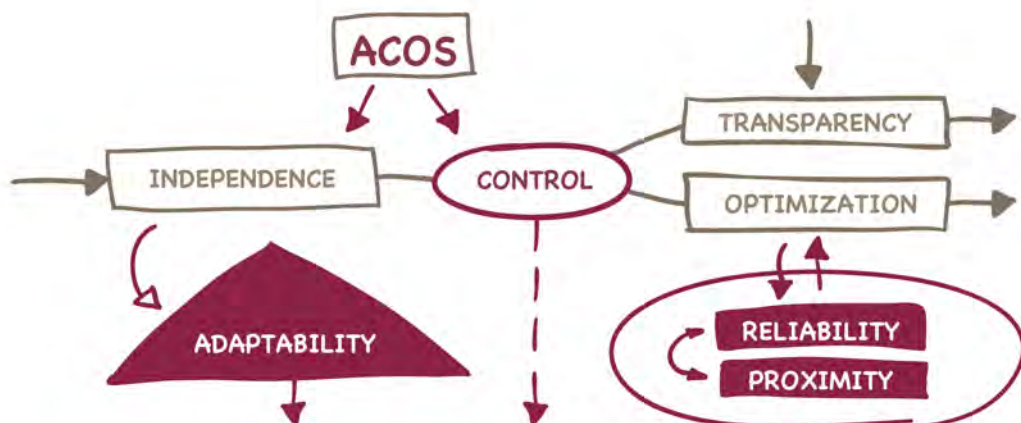
Every great project requires a broad multidisciplinary structure to direct and manage the available resources. In many cases, moreover, the client (investor-promoter) faces the challenge of developing these projects with limited budgets, with complicated planning and high demands on performance, functionality and quality, as is it is in hospital projects. Addressing these projects requires the involvement of a multidisciplinary technical team that is not always available in the client's own internal structure.

ACOS Ingeniería de Gestión offers an alternative effective organization from which temporarily gives the client a team of highly qualified and adapted to their needs, providing assistance and guidance at all times to ensure their interests through an external structure, versatile, fast, close, transparent and trustworthy.

ACOS, Ingeniería de Gestión is made up of a multidisciplinary team specialized in advising investors and developers in their construction projects and equipment. A team of professionals whose training has the endorsement and support of the Spanish Association of Construction Management (AECMA).

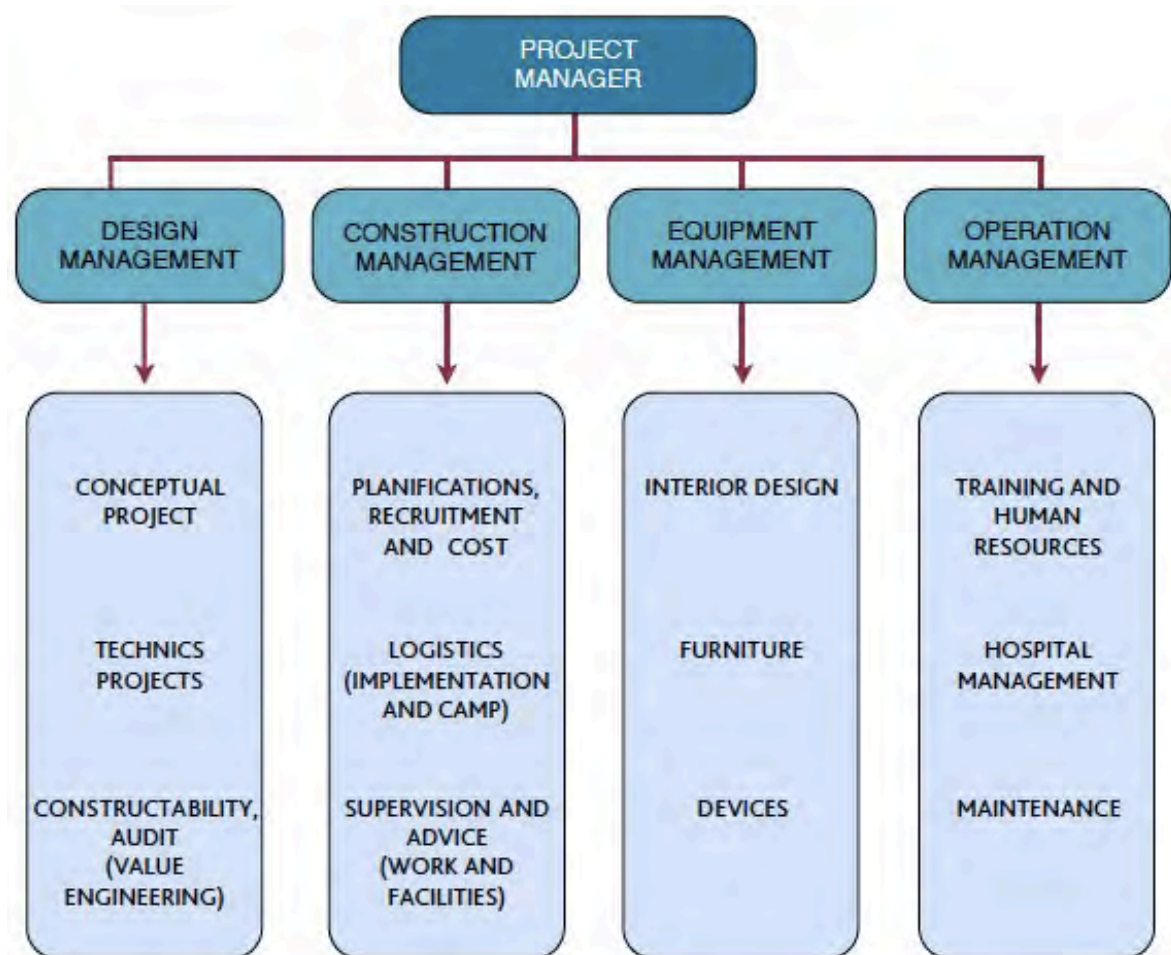
Using the tools of management and organization offered by the Project Management, ACOS offers these advanced management services to address the demanding objectives of cost, time and quality, in complex projects that require large amounts of investment.

ACOS, Ingeniería de Gestión, supported by the extensive experience of its team offers customers a specialized and customized organizational structure, tailored to the needs required for the implementation of the hospital in Bulgaria.



2. Organizational Structure

The study and analysis of the needs and requirements of the project will determine the specific organizational structure to address from the beginning of the process and concept of the idea to the development, completion, commissioning and operation. So we define in generic terms the model structure used in previous hospital projects, dividing by specialized areas.



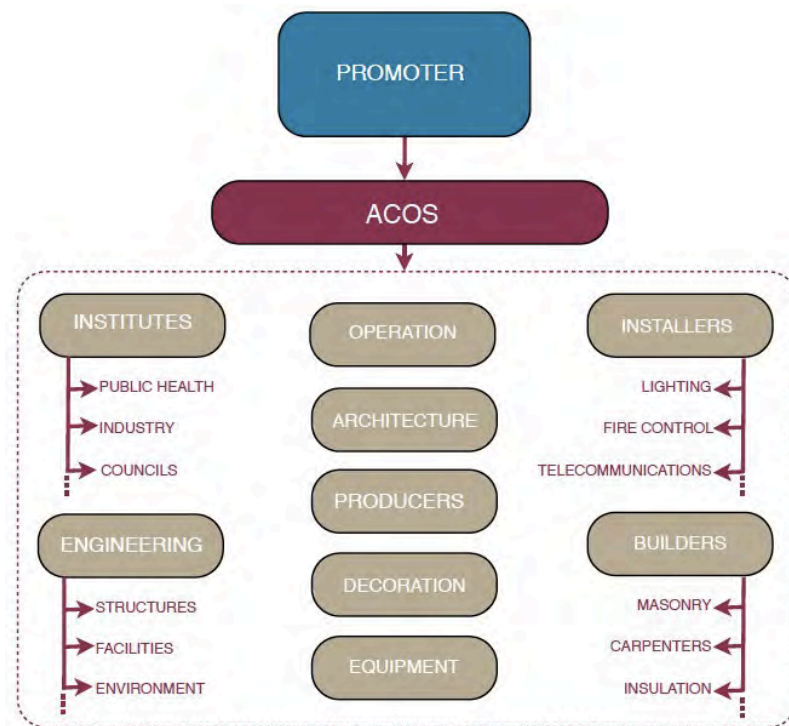
3. Procedure

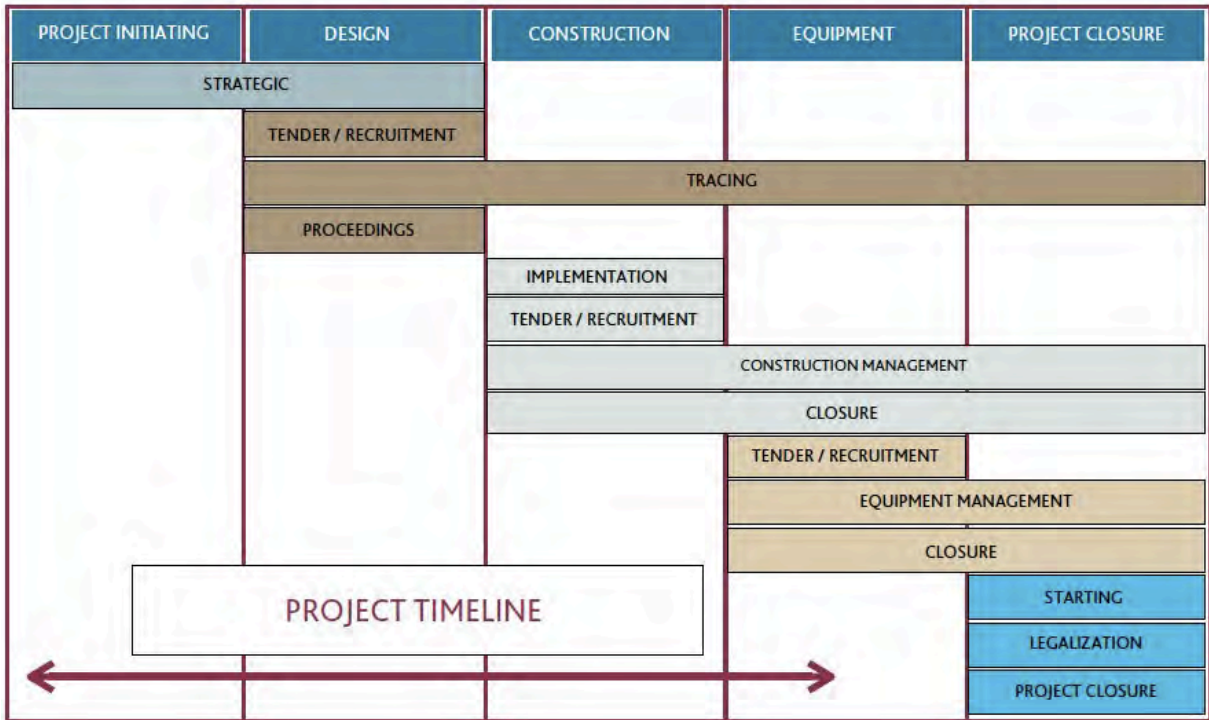
The nature and size of the hospital project, as a singular building with very specific needs and objectives and with the participation of many stakeholders, recommends the adoption of an integrated management system all through the Project Management methodology.

This system, defined as "the art of directing human and material resources, throughout the entire life cycle of the project and, through the use of appropriate techniques, achieve their stated objectives setting, scope, cost, time and quality, and the satisfaction of participants and stakeholders in the project "(as AEDIP: Spanish Association of project Management), allows us to adopt an integrated management position with an overview of the project to undertake, understanding the needs and partaking of the same objectives as the customer.

In this way the Project Manager shares the same interests with the Promoter, providing a multidisciplinary team specialized, which is able to maintain control over investment and can coordinate the diverse agents and specialized companies involved in this kind of development.

In short, we create an organizational system that adds value to the promoter, companies and stakeholders, without creating competitors and optimizing resources.





To achieve success in these types of large projects is important for the operation that the Project Management system is performed during early development in the conceptual phase, thus being able to analyze detailed project requirements , studying the conditions and limitations and setting the quality, cost and time objectives. This study analyzes the feasibility of each of the aspects and identifies potential risks and corresponding preventive and corrective measures to be implemented to minimize the consequences.

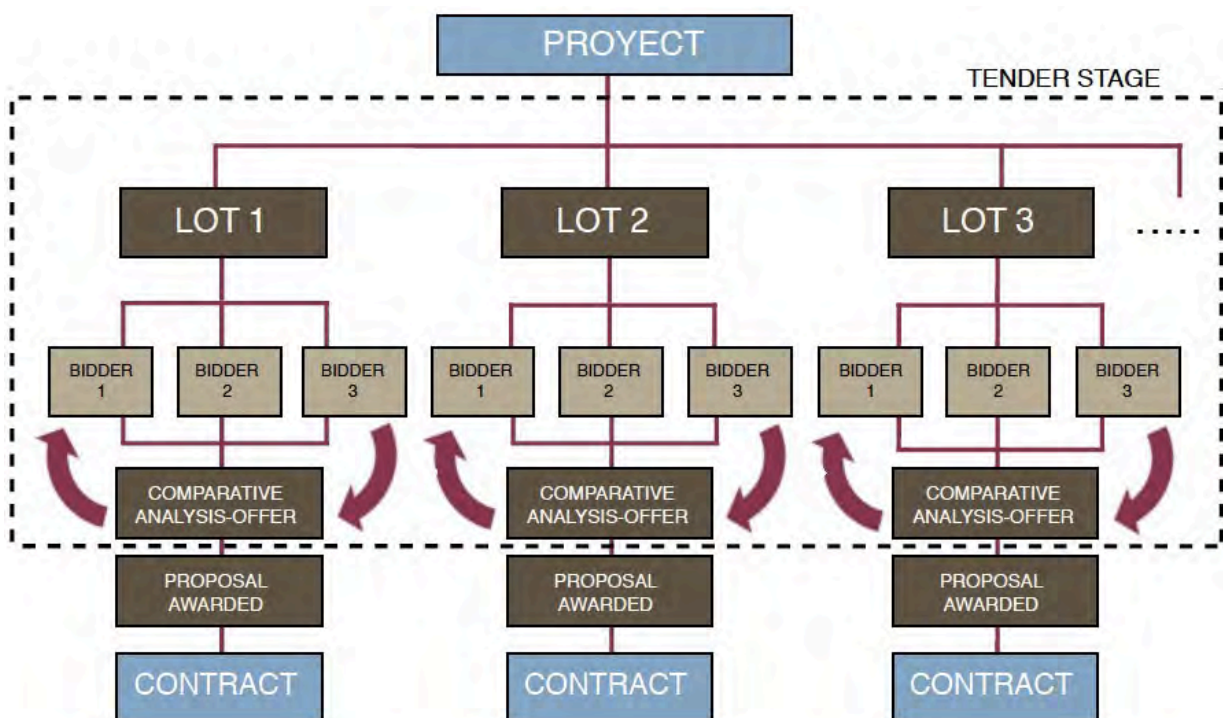
Therefore, we define and configure the **Strategic Plan**, by which establishes the criteria of project, evaluation and monitoring, as well as the programming of each of the phases and we identify the different agents needed for application. This Plan will allow the subsequent work breakdown structure of project in different lots and work teams and the establishment of organization and communication procedures depending on the needs of the project, the customer and the different **stakeholders**.

This analysis, which will formalize the **WBS (Work Breakdown Structure)**, among other issues also will establish the criteria and technical, legal and financial conditions for the different types of contracts that will be necessary for the implementation of each of the lots.

The subsequent Procurement phase is done through a rigorous tendering procedure applied to the entire project and its different lots, with transparent criteria and depending on the features dialed in the previous phases.

Each of the contracts are signed directly between the promoter and the contractor, professional or provider. The ACOS management team develops all necessary documentation for adjudication (request for proposals analysis, and reporting award proposals, specifications, contracts ...) and reports all the information which enables the customer to take the final decision and maintains control over the project.

This subdivision of contracts seeks the best optimization of resources and a direct expertise for each of the works, avoiding outsourcing, transference of responsibility, communication problems, lack of control and cost increases. All these teams will be coordinated by ACOS, who through continuous monitoring and auditing, will manage the entire lots, ensuring compliance with established objectives and customer needs.



In this way the Construction phase starts with the procurements of projects and analysis which allow to begin preliminary works (geotechnical, topographic, environmental ...) and design, setting the entire technical project, with specialist teams in each area (equipment design, urban, directions optional, specialized engineering, healthcare staffing companies ...).

At the same time, and according to the particular development that the project incorporates, we start the **Licensing Procedures and Urban Developments** with public agencies and utility companies, which seeks to obtain various licenses, permissions and authorizations from the beginning of the preparatory and design phase, thus achieving the minimizing the potential risks that may occur during the life of the project.

Due to the nature of the project, and in order to reduce lead times, ACOS will consider the implementation of a "fast track" to overlap and integrate design and construction. This implies an overlapping sequence which allows the start of construction while other parts are being defined in technical projects. While documentation is being generated in the different projects, construction management begin, orderly and progressive manner, creating a contractors structure according to WBS which was designed in the previous phases. In addition the specific needs of developing are analyzed to review possible variants and enhancements that meet the objectives.





The control and monitoring of the design, construction, supplies and efforts are made by detailed reports, which sets out the status of your costs, planning, risks, deviations, changes and incidents, for the supervision of all agents involved is integral, thus allowing to know the status of each lot and their influence on the overall project.

Similarly, we make the reception and closing contracts and settlement of individual agents and companies involved, ensuring the guarantees and endorsements required for the aftermarket, as well as the collection of all documentation, testing and commissioning required to verify the perfect condition of the work.

In the case of hospital projects, specialized envelope phase, which involved medical equipment companies, launches after the development of the project, in order to coordinate the implementation of their specific needs, thereby ensuring proper installation and operation of the appliance.



Once the construction progress allows it, we manage the licenses, permits and authorizations and various government agencies involved.

The **equipment and furniture phase** is managed in a similar way to the design and construction stage, creating separate lots are tendered and contracted by the procedure laid down, taking special care with planning of providers to avoid problems of deadlines for manufacture, supply and installation.



With the idea that hospital management comes within the scope of the system, months before the completion of the work, we will implement the integration of equipment necessary for the operation and management of the hospital, coordinating from before starting the resource requirements human, training, maintenance, control and information systems and software, to be able to make a correct and satisfactory implementation for the hospital.



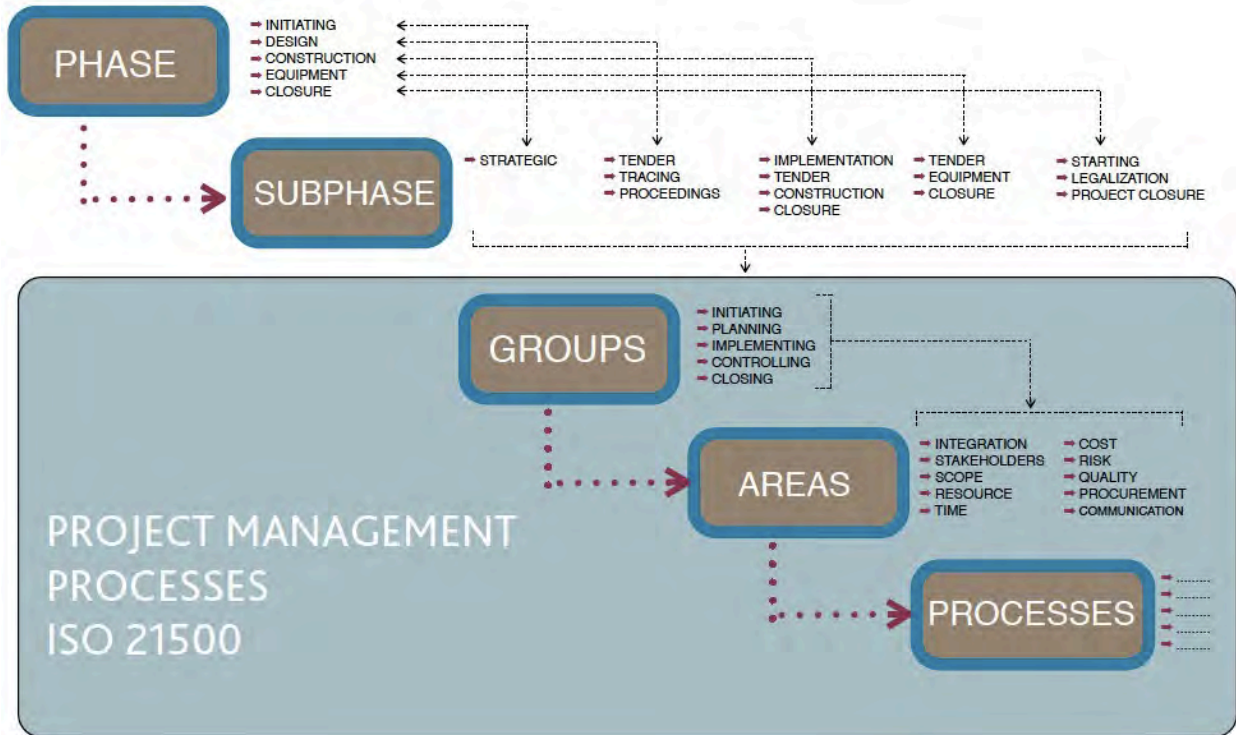
4. Methodology

The methodology is establishing procedures as defined in the Project Management PMBOK Guide 4th Edition (Project Management Body of Knowledge), and currently the international ISO 21500 Project Management, for which are defined some knowledge areas to manage and implement the project in accordance the **ACOS** Manual established.

To this end we establish a process groups that are correlated and / or overlapped in time, which include the phases and subphases in which is divided or structured the project according to their typology. These phases are developed according to different management areas established, with a number of criteria that must be stipulated and ratified, supplemented or amended in each concrete project, with the customer and stakeholders, to meet the specific needs and define the processes and specific activities to be performed.

Here are a few schemes which represents the relationship of this methodology, briefly explaining each one of the areas of management in a conceptual and generic way.





4.1 INTEGRATION MANAGEMENT

This analysis is the project management as a whole, as global investment (Client Project), analyzing it with all your needs, constraints and issues and identifying the stakeholders and to establish procedures. It is the starting point for the system, and controls the investment from all points of view, long-term, therefore being the mainstay of the client. The Project Manager will be one of the agents that take part in this integration. This defines the following processes:

1. Identification and Development of the parties of Project: Held the Statement of Work.
2. Definition Project Plan: Define a Comprehensive Project Management (Baseline).
3. Direct Project Work: Develops the previous point, defining the processes for achieving project objectives.
4. Control Project Work: Working continued to collect, measure and distribute project performance information, using this information to set trends, adjusting metrics and improving processes.
5. Control Changes: Process in which it decides if a change is implemented or not, following a predetermined procedure.
6. Close Project Phase: Secures and formalizes the completion of each phase, ensuring the objectives.
7. Collect Lessons Learned: Compilation of information learned: Data collection and organization of information generated by the project and all its areas, generating lessons learned for future projects that will serve the organization.



4.2 STEAKHOLDERS MANAGEMENT

By managing all stakeholders will be establish and relate to stakeholders, interested and affected parties in the development of the project, and who can have an impact on it, at all levels and whatever the contractual relationship or not may exist, considering the needs of each one. This is achieved by a team that is considered part of one same goal, which facilitates the coordination and communication between all stakeholders. This defines the following processes:

1. Identify Stakeholders: is to identify, prioritize and meet the needs and obligations of each member and / or company.
2. Manage Stakeholders: defines a Influence Map that should be disaggregated according to the needs of each project, which stipulates requirements, direct or underlying influences and hierarchies, based on the impact of these relationships.

4.3 SCOPE MANAGEMENT

This area secure the needs of the research into concrete action to coordinate, customer requirements and expectations in a concrete way in the development of your project, and in collaboration with the Project Manager, discusses their strengths and weaknesses . This defines the following processes:

1. Scope Definition: Defines and documents the customer's success criteria and agreed requirements (Scope Management Plan).
2. Create Work Breakdown Structure (WBS): Determines the optimal level of disaggregation and specific inclusions or exclusions.
3. Define Activities: Consists of establishing the control system of each of the activities to be performed within the Plan, auditing, monitoring and recived each, their changes and their possible deviations.
4. Control Scope: working continuing to collect, measure and distribute information of project status, changes and the potential impact of the activities together.

4.4 RESOURCE MANAGEMENT

Through this knowledge area includes the human resources and materials plan strategically necessary for achieving the objectives. The project team will develop and lead the work and project management. It is linked to stakeholder management. Material resources will be needed to manage the implementation and development of the work, according to the requirements of other procedures. This defines the following processes:

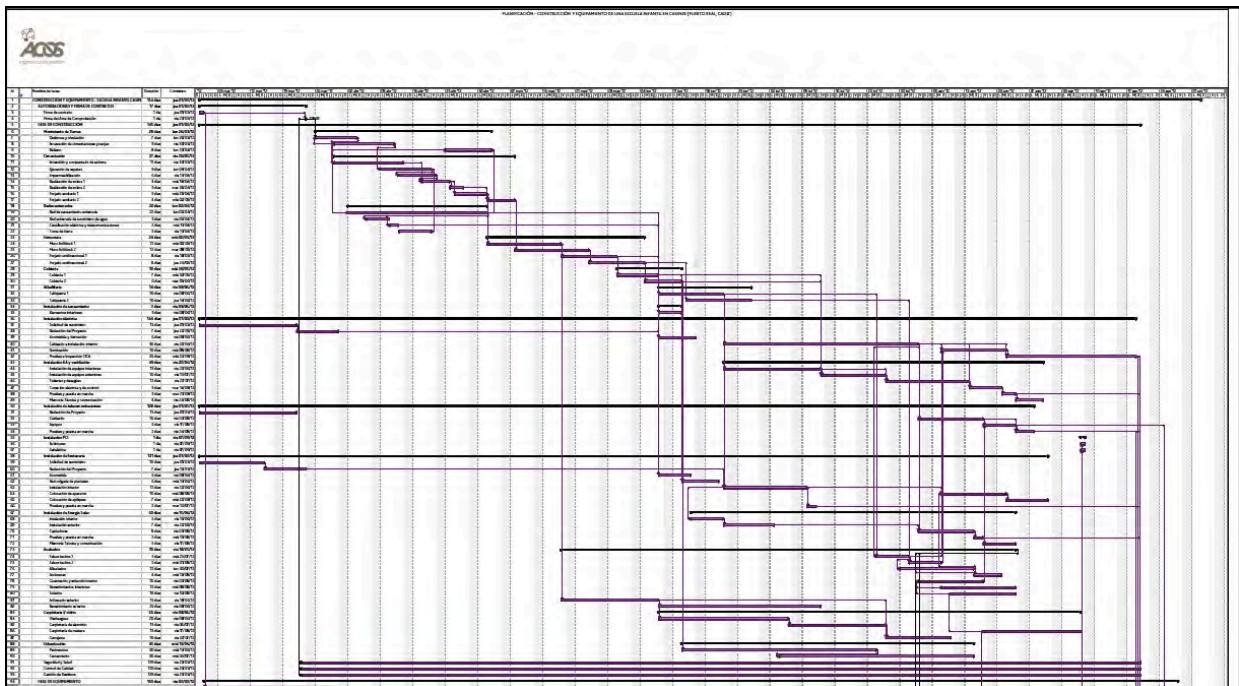
1. Defining project resources: identify and documents the resources required during the life of the project and its phases.
2. Resource Estimation: It is An analysis of resources by activities, both human and material.
3. Defining Project Organization: Establishes the OBS (Organization Breakdown Structure) with global processes of the organization.
4. Developing Project Team: We define the RAM (Responsibility Assignment Matrix) with different staff and those responsible for material resources.
5. Controlling Resources: The system consists of establishing control of human and material resources, to check the status and operation thereof.
6. Managing Project Team: Activity depends on the Project Director who must effectively manage and motivate each resource, leading one team, meetings and relationships.



4.5 TIME MANAGEMENT

This area of knowledge is the plan that allows each of the actions so that activities can be fulfilled at the stipulated times. It raises the necessary steps to ensure the realization of the project on time, achieving the scope, cost and quality required. It is one of the key aspects to the success of the project. This defines the following processes:

1. Defining and sequencing activities: Considering the Scope Management Plan, we identify, determine and document the activities, inputs and their sequence.
2. Estimate Activity Durations: Given the resources, time and overlapping requirements, set by the Planning Objective CCPM (Critical Chain Project Management).
3. Develop Schedule: Develops and implements the previous planning, with the breakdown required for the analysis of each of the activities and the EDP.
4. Control Schedule: Monitoring, updating and controlling of changes in an orderly and documented in order to evaluate possible actions for optimization and recovery.



4.6 COST MANAGEMENT

This stage is to estimate, investigate and control the cost of the investment, assuming therefore a key element for the customer and the Project Manager, ensuring the viability and profitability of the investment. It is an area that provides a very specific and detailed procedures to anticipate possible deviations. This defines the following processes:

1. **Cost Estimating:** We define a target budget and a budget committed by the methods of formulation and estimation (usually bottom up), as customer expectations set out in the Scope Management Plan and WBS (Work Breakdown Structure).
2. **Budget Development:** It's done throughout the project, according to the Procurement Management Plan, where the possibilities and set specific costs of each of the activities to be performed, comparing well with the LBC (cost baseline). Considering the duration of the project, establishing safety margins: Contingency Reserve and Reserve Management. Also, you must consider the Change Management, establishing change orders and scope changes, and Cash Flow Study or financing, to study the liquidity and financing of the project and possible payment .
3. **Cost Control:** Establishes a system of ordered control, based on the procurement, certification, billing, change orders and scope changes. Be analyzed by WIP (Work in Progress) with the EVM (Earned Valued Management) or Earned Value Method to measure project performance, integrating scope, schedule and resources, and to measure the achievement and project progress in an objective way.



CONTROL DE FACTURACIÓN A ORIGEN												
DESCRIPCIÓN (LOTES) (b)	EMPRESA (c)	CONTRATOS			TOTAL DEDUCCIONES FINALES			EJECUCIÓN MATERIAL (e)	PRORRATICO (f)	CALIDAD	SEGURO	PRORRATICO (f)
		INICIAL (d)	ADICIONAL (d')	TOTAL (d'')	PRORRATICO	CALIDAD	SEGURO					
EQUIPAMIENTO AUXILIAR	EQUIPAR	183.852,00	4.050,00	187.902,00	2.818,53	0,00	0,00	45.963,00	24,46%		0,00	689,43
TOTAL EQUIPAMIENTO		739.796,28	6.030,00	745.826,28	11.187,39	0,00	0,00	224.041,27	30,04%		332,10	3.360,63
TOTAL PROYECTO		15.112.681,22	95.834,69	15.208.515,91	367.933,91	167.962,83	36.044,07	10.052.444,96	66,10%		36.044,07	250.322,43
CUENTAS DEDUCCIÓN												
PRORRATICO		301.262,91	17.802,00	319.074,91	319,07			200.120,61	72,12%			56,62%
CONTROL DE CALIDAD		135.332	22.290	157.622	367.933,91			1.617,75	56,62%			100,00%
SEGURO DE OBRA		33.893	0	33.893				1.900,00	100,00%			100,00%
		470.488	40.098	510.586				1.130,00	100,00%			58,80%
PRORRATICO		301.262,91	17.802,00	319.074,91				1.720,00	58,80%			56,60%
ALQUILER DE CASITAS	ALQUICA, S.A.	2.850	0	2.850,00				2.000,00	55,81%			31,47%
INSTALACION ELECTRICA Y TELEFONIA	TELECO	1.900	0	1.900,00				1.353,06	31,47%			63,53%
ACOMETIDAS PROVISIONALES DE CASITA	INST. PROV.	1.130	0	1.130,00				3.494,20	63,53%			54,23%
SERVICIO TECNICO	MANTENER	2.700	200	2.900,00				9.300,00	54,23%			56,80%
ALQUILER Y PTEL. MUJERES CASITA	MOBIL	4.500	800	5.300,00				38.625,90	56,80%			22,08%
LIMPIEZA CASITAS PROVISIONALES	LIMPIEZA PLUMERO	3.600	0	3.600,00				552,00	22,08%			51,05%
MENSAJERIA	MAIL BOX	4.300	0	4.300,00				310,00	51,05%			52,57%
IMPRESION PAPERERIA	TONER	5.500	0	5.500,00				7.880,00	52,57%			63,44%
VALLADO DE OBRA	POSTE	17.149	0	17.149,26				79.000,00	63,44%			80,13%
CONTROL	CONTROL	68.000	0	68.000,00				64.500,00	80,13%			59,06%
ALQUILER PLOTTER/IMPRESORAS	PRINT	2.500	0	2.500,00				869,00	59,06%			10,60%
ALARMAS SEGURIDAD	CAJCO	999	0	999,00				3.221,32	51,06%			
FOSA SEPTICA	SAUIDA	12.900	2.108	15.008,00								
ALQUILER GRUPO ELECTROGENO	MOTOR	3.090	0	3.090,00								
CANPO BASE	ORBITAS	70.500	14.666	85.166,00								
INSTALACION PROV. CANPA OBRA	INST. PROV.	80.995	0	80.995,71								
ALQUILER CASITAS CAMPAMENTO	MOBIL	9.800	0	9.800,00								
EMIS	EMIS	860	0	860,00								
CASOL	SOFA	6.000	0	6.000,00								
CONTROL CALIDAD												
CONTROL MATERIALES EXPLAMADA	CONTROLAR	135.331,64	22.290,00	157.621,64	157.621,64			81.454,95	51,68%			51,68%
		19.487,64	0,00	19.487,64	19.487,64			17.487,64	89,74%			89,74%
C.COSTES / observaciones / resumen / produccion / facturación a origen / f. caja / prorrateo / calidad / seguro / TP01 topo / TP02 geot / EP01 ARQ / EP02 INS / LO01 estruct / LO02 met / LO03 c/BIERT / L												

4.7 RISK MANAGEMENT

Through this management provides a tool to achieve greater project success, thanks to a proactive and planned process that eliminates or reduces the risks specific events identifies and defines how to deal with such situations before they happen, allowing decreased number of changes and uncertainty, an increase in the quality and use of the situation if the risk is positive. It is an essential tool in large projects, when the internal and external factors of development are manifold. This defines the following processes:

1. Risk Identification: It takes a Risk Register, which analyzes the planning, costs and resources, establishing identification, accountability and monitoring of each.
2. Risk assessment: involves studying each qualitatively and quantitatively, given the parameters of impact, probability and perception.
3. Risk Treatment: This activity is planned preventive actions and contingency plans to mitigate the parameters.
4. Risk Control: orderly review of the risk register which analyzes and documents the control state, the deviations and the action plan.



ACOS ingeniería de gestión		Registro de riesgos										
PROYECTO:		CLIENTE:										
FECHA: -- de de 2012		CÓDIGO: V.01										
ELABORADO POR:		PERIODO DE CONTROL: -- / MES										
Ref. Id.	TÍTULO	DESCRIPCIÓN	RESPONSABLE DEL RIESGO	EVALUACIÓN DEL RIESGO			VALOR Impacto + Probabilidad + Percepción (0 = bajo hasta 9= alto)	PLANIFICACIÓN Intervalos de fechas en los que se producen	ACCIONES			
				Probabilidad De frecuencia (0 = bajo hasta 3 = alto)	Impacto Consecuencia (0 = bajo hasta 3 = alto)	Percepción Identificación (0 = alto hasta 9= bajo)			ACCIÓN PREVENTIVA Plan de acción	Resp. Gestión medida preventiva	PLAN DE CONTINGENCIA Plan de acción	Resp. Gestión medida correctiva
000	ESTADO PREVIO DE RIESGOS											
001	Estado del solar y/o superficie a desarrollar	Retraso en la compra o en activar el desarrollo del Proyecto					0					
002	Condiciones urbanísticas	Retraso en los acuerdos de desarrollo urbanístico - PGOU					0					
003	Aprobaciones urbanísticas	Retraso en los acuerdos de desarrollo urbanístico - E. Detalle					0					
004	Acuerdos urbanísticos	Retrasos en acuerdos, y condiciones de concesiones, reanqueos....					0					
005	Formalización de los acuerdos urbanísticos	Retraso en la aprobación formal/legal de los acuerdos urbanísticos					0					
006	Infraestructura	Carencias en infraestructura existente o necesaria para los accesos a la zona					0					
007	Compañías	Problemas en la definición de la viabilidad de administrar en tiempo y forma de las diferentes compañías					0					
008	Condiciones financieras	Falta de capacidad financiera para el desarrollo					0					
009	Contratación Analistas de Estructuras	Retraso en la contratación de la empresa de Análisis de Estructuras					0					
010	Contratación de consultores iniciales	Retraso en la contratación y selección de Projectistas de concepto					0					
011	Contratación del levantamiento topográfico del solar	Retraso en la contratación de la empresa de Topografía					0					
012	Condiciones externas	Análisis de riesgos derivados de las condiciones concretas por motivos sociales, climáticos, políticos....					0					
100	GESTIÓN CON EL CLIENTE											
101	Alcance los trabajos	Indefinición del ámbito de actuación y los plazos previstos					0					
102	Indefiniciones en las necesidades	Desconocimiento o falta de datos que impidan la toma de decisiones					0					
103	Modificación o cambios de criterio	Modificaciones que supongan el posible aumento de coste y plazo					0					
104	Capacidad de toma de decisiones	Problemas en la capacidad de toma de decisiones en tiempo y forma					0					
105	Interfocutor	Desconocer el interfocutor para cada uno de los aspectos del proyecto					0					
106	Comunicación de los diferentes agentes	Problemas en el Establecimiento de la matriz de comunicación y responsabilidad o competencias de todos los agentes intervinientes en el Proyecto					0					
107	Definición de las formas de pago	Indefinición del sistema de pagos a consultores y contratistas establecido					0					
200	GESTIÓN Y CONTROL DE LA GERENCIA DE PROYECTO Y CONSTRUCCIÓN											
201	Capacidad técnica de la gerencia	Falta de capacidad de gerenciar y coordinar el proyecto y a los diferentes agentes					0					

4.8 QUALITY MANAGEMENT

This area develops the creation and monitoring of policy and procedure to ensure that the project meets the objectives set, without deviating from the requirements, as the Scope Plan. This activity includes both the quality of the project (as single target), and the different projects, jobs or certain products as part of the whole (in a specific and particular). This defines the following processes:

1. **Quality Plan:** Through this document sets out the requirements and standards of the project, the critical activities and the tools and techniques to be used for auditing and control of the whole process of it.
2. **Management Quality Assurance:** This procedure is developed throughout the project in each of the phases according to its requirements through audits, inspections, tests ... implementing tools to increase the effectiveness and efficiency of the project and those involved in it.
3. **Development of quality control:** By developing individually referred to each of the control activities and contracts, particular needs and demands, well as those responsible of each of them.



4.9 PROCUREMENT MANAGEMENT

This management is one of the cornerstones of the system and therefore the success of the project to determine the criteria for recruitment, with specific particularities and predetermined fixed price. This will set up a team of professionals specialized companies contractually linked to the client, working in parallel (fast-track configuration) in a project with common objectives. It is a priority to combine the requirements in the Scope Management Plan, Plan Time Management and Cost Management Plan. This defines the following processes:

1. Procurement plan: We identified policies and contracting procedures, tenders are planned (Registration recruitment by WBS) and generates and analyzes the technical, administrative and contractual necessary (considering the material resources and pro rata account.
2. Selection of suppliers / companies): It's Determine the structure of the tendering and contracting phase, to generate documentation for selecting bidders and awardees, and those responsible for the completion and finalization of contracts.
3. Contract Management: Includes state control of hiring and project needs and individualized control from signing to closing and receiving each, with a billing record, change control, records, documents, guarantees , guarantees ... from the standpoint of technical, economic, administrative and legal.



CONTRATACIÓN

Junio 2012 - CENTRO LÚDICO - CÁDIZ

	LISTADO DE LOTES DE OBRA	Información completa proyecto	Revisión Proyecto ACOS	Entrega document. Revisada	Petición ofertas	Recepción inicial de ofertas	Recepción de definitiva de ofertas	Informe adjudicación	Carta intención adjudicación	Fecha de contrato	Comienzo de trabajos	Fin de trabajos	Empresa adjudicataria	Importe contrato	Importe objetivo CLIENTE
TP01	TRABAJOS PREVIOS				03-oct-11	10-oct-11	14-oct-11	20-oct-11	23-oct-11	25-oct-11	30-oct-11	15-nov-11	MIRA	2.300,00	2.100,00
TP02	TRABAJOS DE TOPOGRAFIA				03-oct-11	15-oct-11	20-oct-11	25-oct-11	30-oct-11	05-nov-11	10-nov-11	30-nov-11	SONDEO	9.800,00	11.500,00
EP01	PROYECTOS				05-nov-11	11-nov-11	15-nov-11	17-nov-11	19-nov-11	21-nov-11	23-nov-11	30-oct-12	ARQUIT	130.000,00	121.000,00
EP02	PROYECTO DE EDIFICACIÓN I/ D.F.				17-nov-11	21-nov-11	23-nov-11	25-nov-11	26-nov-11	28-nov-11	10-dic-11	15-ene-12	INGENIER	31.500,00	33.000,00
LO01	CONSTRUCCIÓN	15-dic-11	23-dic-11	15-ene-12	07-ene-12	15-ene-12	20-ene-12	23-ene-12	25-ene-12	26-ene-12	01-feb-12	30-jun-12	HORMIGÓN	3.078.519,50	3.100.000,00
LO02	CIMENTACIÓN Y ESTRUCTURA HORMIGÓN	26-dic-12	04-ene-12	15-ene-12	20-ene-12	05-feb-12	15-feb-12	20-feb-12	29-feb-12	05-mar-12	05-mar-12	20-jul-12	PERFIL	1.365.810,00	1.380.000,00
LO03	ESTRUCTURA METÁLICA	03-ene-12	15-ene-12	30-ene-12	25-ene-12	10-feb-12	20-ene-12	24-ene-12	01-mar-12	05-mar-12	03-abr-12	10-jul-12	LAMINA	1.379.500,20	1.530.000,00
LO04	CUBIERTAS	25-ene-11	05-feb-12	30-ene-12	30-ene-12	15-feb-12	29-feb-12	07-mar-12	13-mar-12	30-mar-12	15-abr-12	15-oct-12	MEZCLA	2.496.438,48	2.496.438,48
LO05	ALBAÑILERIA	25-ene-11	05-feb-12	30-ene-12	10-feb-12	25-feb-12	05-mar-12	15-mar-12	22-mar-12	30-mar-12	01-jun-12	15-sep-12	ELECTRODO	1.154.937,56	1.398.942,51
LO06	CERRAJERIA	15-ene-12	30-ene-12	10-feb-12	13-feb-12	30-feb-12	20-mar-12	23-mar-12	25-mar-12	25-mar-12	28-mar-12	30-oct-12	PARÉS	2.848.798,06	3.142.573,29
LO07	INST. ELÉCTRICAS	15-ene-12	28-ene-12	10-feb-12	13-feb-12	30-feb-12	15-mar-12	23-mar-12	25-mar-12	30-mar-12	15-abr-12	15-sep-12	VALVULA	969.559,44	959.500,30
LO08	APARATOS ELEVADORES	15-ene-12	30-ene-12	30-ene-12	25-feb-12	03-mar-12	25-mar-12	15-abr-12	28-abr-12	10-may-12	15-ago-12	01-oct-12	BOTONERA	37.322,00	37.500,00
LO09	URBANIZACIÓN	25-ene-12	05-feb-12	15-feb-12	25-feb-12	10-mar-12	25-mar-12	30-mar-12	04-abr-12	10-abr-12	16-may-12	30-oct-12	ASFALTO	867.013,69	902.556,70
EQ01	EQUIPAMIENTO	30-ene-12	10-feb-12	15-feb-12	15-mar-12	15-abr-12	30-abr-12	05-may-12	10-may-12	20-may-12	15-jun-12	30-oct-12	ESTANTE	330.120,00	330.000,00
EQ02	MOBILIARIO	30-ene-12	10-feb-12	15-feb-12	15-mar-12	15-abr-12	30-abr-12	05-may-12	10-may-12	20-may-12	15-jun-12	30-oct-12	TEXTIL	225.824,28	210.000,00
EQ03	DECORACIÓN	30-ene-12	10-feb-12	15-feb-12	20-mar-12	05-abr-12	15-abr-12	20-abr-12	05-may-12	10-may-12	10-ago-12	20-oct-12	EQUIPAR	183.852,00	195.043,00
	EQUIPAMIENTO AUXILIAR													15.192.521,78	15.850.174,28

4.10 COMMUNICATION MANAGEMENT

Joint processes to ensure the generation, collection, distribution, storage, retrieval and ultimate fate of project information in a timely manner, which provides crucial links between all actors involved in the project (client, stakeholders, designers, businesses. ...) mainly in large projects and specialized. This defines the following processes:

1. Communication Plan: Determines the information and communication needs: who needs the information, when needed, how it will be provided and by whom. Also, will coordinate the communication system for meetings, ordinary, extraordinary, sending emails ...
2. Distribution of Information: activity which generates a distribution scheme, which attributed the obligations and communication needs of each of the participants.
3. Communication management: Establishes a system for collecting, recording and version control of all documents generated, as well as progress reports and control overall project status, which are transmitted to the knowledge of those involved.



5. Advantages of the System

Project Management, conducted by the Project Management company, represents the perfect toolset to effectively manage all types of construction or equipment. The PM provides the vision for the project from a global perspective, understanding the need for sharing and participating Promoter and both of these objectives.

-Promoter Benefits:

- Supervision and control of all phases of the project
- Visibility and transparency of the project
- Control of deadlines, cost and quality
- Maximum control guarantees the construction process:
 - Promoter's unique dialogue with other agents via PM.
 - Information contrasted and analyzed budgets.
 - Definition of the contracting strategy.
 - Continuous supervision.
 - Methodical and rigorous management.
 - Planned risk management with a proactive attitude.
 - Ability to react in good time against the unexpected risks.
 - Possibility of reprogramming time and cost during implementation.

The Project Management as consulting or advisory concept, involves hiring by the customer of a professional team, temporarily, to assume or reinforce a number of jobs or functions to be performed within the investment, assuming a new "unit cost "to be considered by the investor. Therefore, the question that it could eventually pose is: are the benefits report will be higher than the costs involved?

The P & C Management System has been implemented over the years, creating procedures and systems of management to ensure the success of the system, managing to reduce costs, ensure services and thereby achieving customer satisfaction. One of the main reasons for this success is that the Project Manager shares the same goals as the customer, not competing interests coexist, as with other agents. This question is frequently stated by establishing contractual conditions with the Project company in which a portion of the fees are set by "bonus" associated with achieving the customer goals.



When assessing the benefits generated by the team of P & C Management, we can differentiate between indirect and direct benefits.

Indirect benefits to the investor are given mainly by the very optimization of the entire process of project management (more control, quality, deadlines, improvements ...), achieved thanks to the independent character of the Management team. Do not forget that in most construction activities and equipment saving time and improving quality is undoubtedly a clear economic benefit, to affect many factors that maximize investment (reduced overhead, reduced claims , reduced penalties, image ...).

In the case of direct benefits, eliminating middlemen, allowing the Promotor to contract directly trades and specialists needed, and advanced counseling offered by the technical expertise of ACOS allows better economic performance compared to traditional models . In this regard, it should be added that the various companies involved diversify risk is achieved, leaving the management of the entire construction work under one, and returning to the Promoter's ability to control enough to modify, guide and optimize investment.

Attached comparative costs are included in the traditional system and the Project Management system.

Below is an example of the above, for a large investor:

STARTING DATA	
INVESTMENT SUMMARY	
Solar	5.421.460,00 €
Several Promotion	542.146,00 €
Funding	1.200.000,00 €
Real Estate Cost	7.163.606,00 €
Projects variable	
Execution Budget	5.500.000,00 €
Equipment Budget	549.000,00 €
Performance Cost	variable
TOTAL COST	variable

Starting data, common, for example to make a comparison between building systems, traditional and Project & Construction Manager.

TRADITIONAL WAY	
ACTUATION COST	
PROJECT	
Project Fees and DF	310.000,00 €
Fees in P&C	0,00 €
Project Cost	310.000,00 €
CONSTRUCTION	
	STAGE 1 STAGE 2
Execution Budget	5.500.000,00 € 5.500.000,00 €
Overhead (10%-13%)	550.000,00 € 715.000,00 €
IB (6%)	363.000,00 € 372.900,00 €
Fees in P&C	0,00 € 0,00 €
Common Costs	0,00 € 0,00 €
Desviations in Execution (9%)	495.000,00 € 495.000,00 €
Construction Cost	6.908.000,00 € 7.082.900,00 €
EQUIPMENT	
Equipment Budget	549.000,00 €
Transfer Coefficient (15%)	82.350,00 €
Fees in P&C	0,00 €
Common Costs	0,00 €
Equipment Cost	631.350,00 €
	STAGE 1 STAGE 2
Project Cost	310.000,00 € 310.000,00 €
Construction Cost	6.908.000,00 € 7.082.900,00 €
Equipment Cost	631.350,00 € 631.350,00 €
Cost Performance	7.849.350,00 € 8.024.250,00 €
INVESTMENT COST WITH TRADITIONAL SYSTEM	
	STAGE 1 STAGE 2
Estate Cost	7.163.606,00 € 7.163.606,00 €
Performance Cost	7.849.350,00 € 8.024.250,00 €
TOTAL COST	15.012.956,00 € 15.187.856,00 €

P&C MANAGEMENT WAY	
ACTUATION COST	
PROJECT	
Project Fees and DF	279.000,00 €
Fees in P&C	27.900,00 €
Project Cost	306.900,00 €
CONSTRUCTION	
	STAGE 1 STAGE 2
Execution Budget	5.500.000,00 €
Overhead	0,00 €
IB	0,00 €
Fees in P&C (4%)	220.000,00 €
Common Costs (5%)	275.000,00 €
Desviations in Execution (4%)	220.000,00 €
Construction Cost	6.215.000,00 €
EQUIPMENT	
Equipment Budget	549.000,00 €
Transfer Coefficient (15%)	0,00 €
Fees in P&C (4%)	21.960,00 €
Common Costs (5%)	27.450,00 €
Equipment Cost	598.410,00 €
	STAGE 1 STAGE 2
Project Cost	306.900,00 € 306.900,00 €
Construction Cost	6.215.000,00 € 6.215.000,00 €
Equipment Cost	598.410,00 € 598.410,00 €
Cost Performance	7.120.310,00 €
INVESTMENT COST WITH P&C MANAGEMENT SYSTEM	
	STAGE 1 STAGE 2
Estate Cost	7.163.606,00 € 7.163.606,00 €
Performance Cost	7.120.310,00 €
TOTAL COST	14.283.916,00 €

The Budget Execution in the traditional system corresponds to PEM (Material Budget Execution). This value should be adding the G.G. (Overhead) and B.I. (Industrial Benefit) for the Budget Execution by Contratata (actual cost of the Promoter)

The Budget Execution in the P & CM system corresponds to PEC (Contractual Budget Execution), ie, the cost is equivalent to the budget of the traditional system Subcontractors. Since no construction company that "resell" those jobs, not passed GG (Overhead), or b.i (Industrial Benefit)

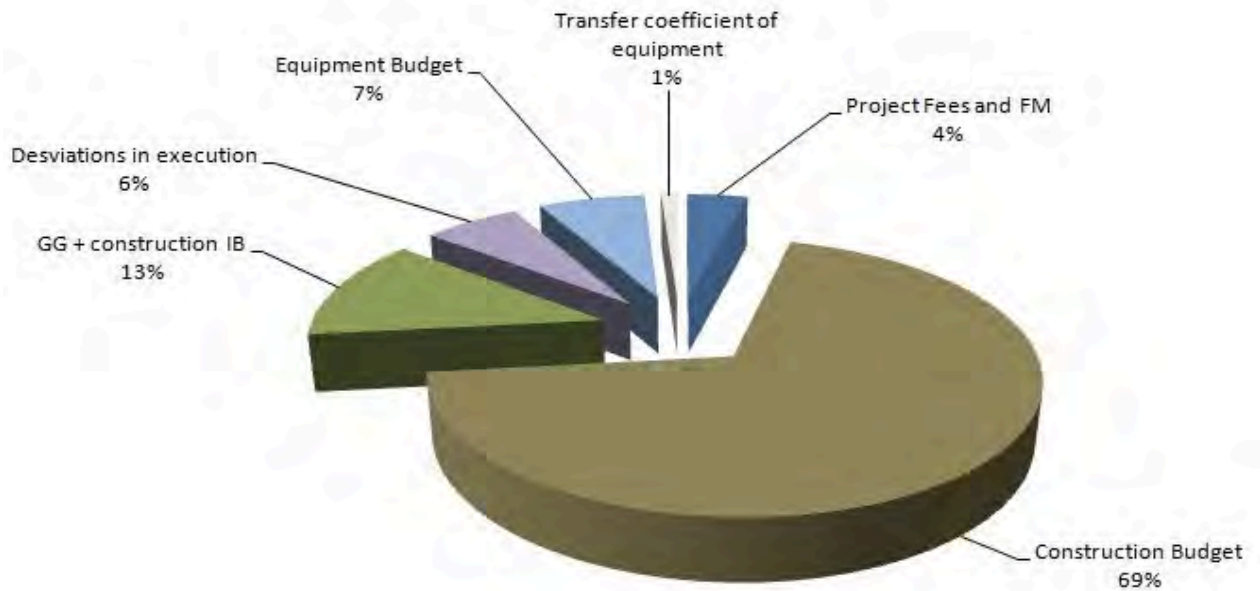
Idem. Equipment
Two scenarios are proposed considering possible alternatives to traditional construction exiten where Overhead may vary between 10% and 13%

Idem. Equipment

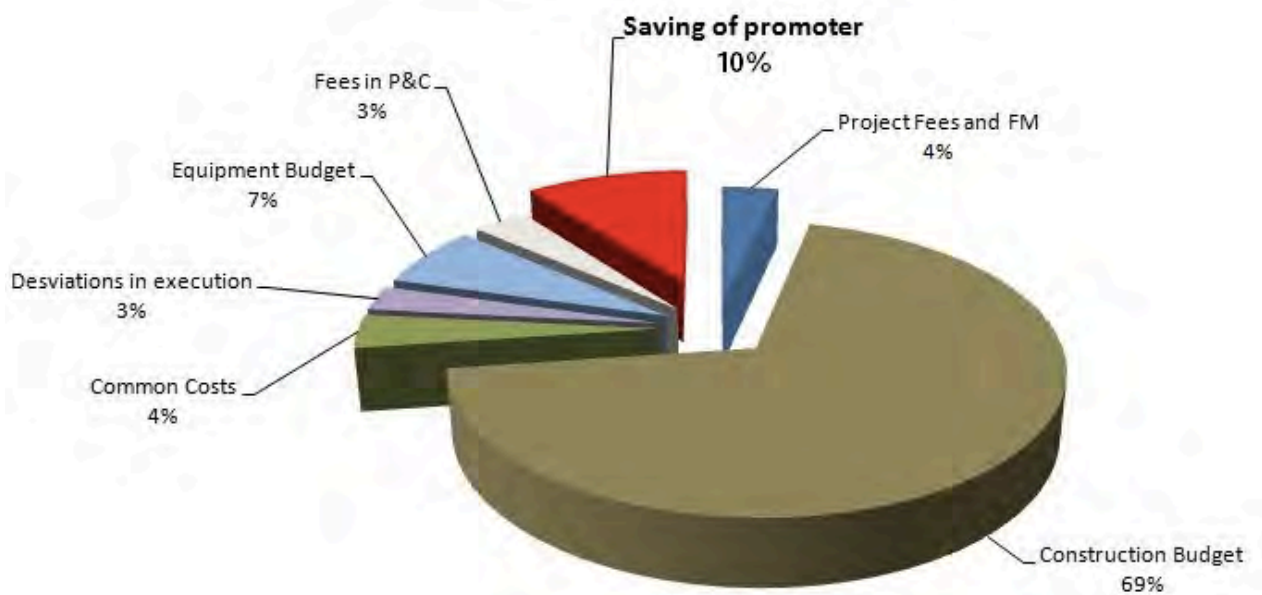
COST OF ACTION COMPARISON		
	STAGE 1	STAGE 2
Traditional System	7.849.350,00 €	8.024.250,00 €
Project Management	7.120.310,00 €	
SAVING	729.040,00 €	903.940,00 €
% SAVING A/ ACTUATION COST	9,29%	11,27%
% SAVING A/ INVESTMENT COST	4,86%	5,95%

You can see how the cost difference is significant, not to mention the benefits of control, time and quality, which generates the Promoter

TRADICIONAL SYSTEM



P&C MANAGEMENT SYSTEM



**STRATEGIC AND ORGANIZATIONAL
PROPOSAL**



ORGANIZATIONAL **STRUCTURE**

Project Manager and Direction Staff

DESIGN
MANAGEMENT

CONSTRUCTION
MANAGEMENT

EQUIPMENT
MANAGEMENT

OPERATION
MANAGEMENT

CONCEPTUAL

PROJECT

TECHNICS
PROJECTS

CONSTRUCTABILITY,
AUDIT

VALUE ENGINEERING

PLANNINGS,
RECRUITMENT AND
COST

LOGISTICS
(IMPLEMENTATION AND
CAMP)

SUPERVISION AND
ADVICE

(WORK AND FACILITIES)

INTERIOR DESIGN

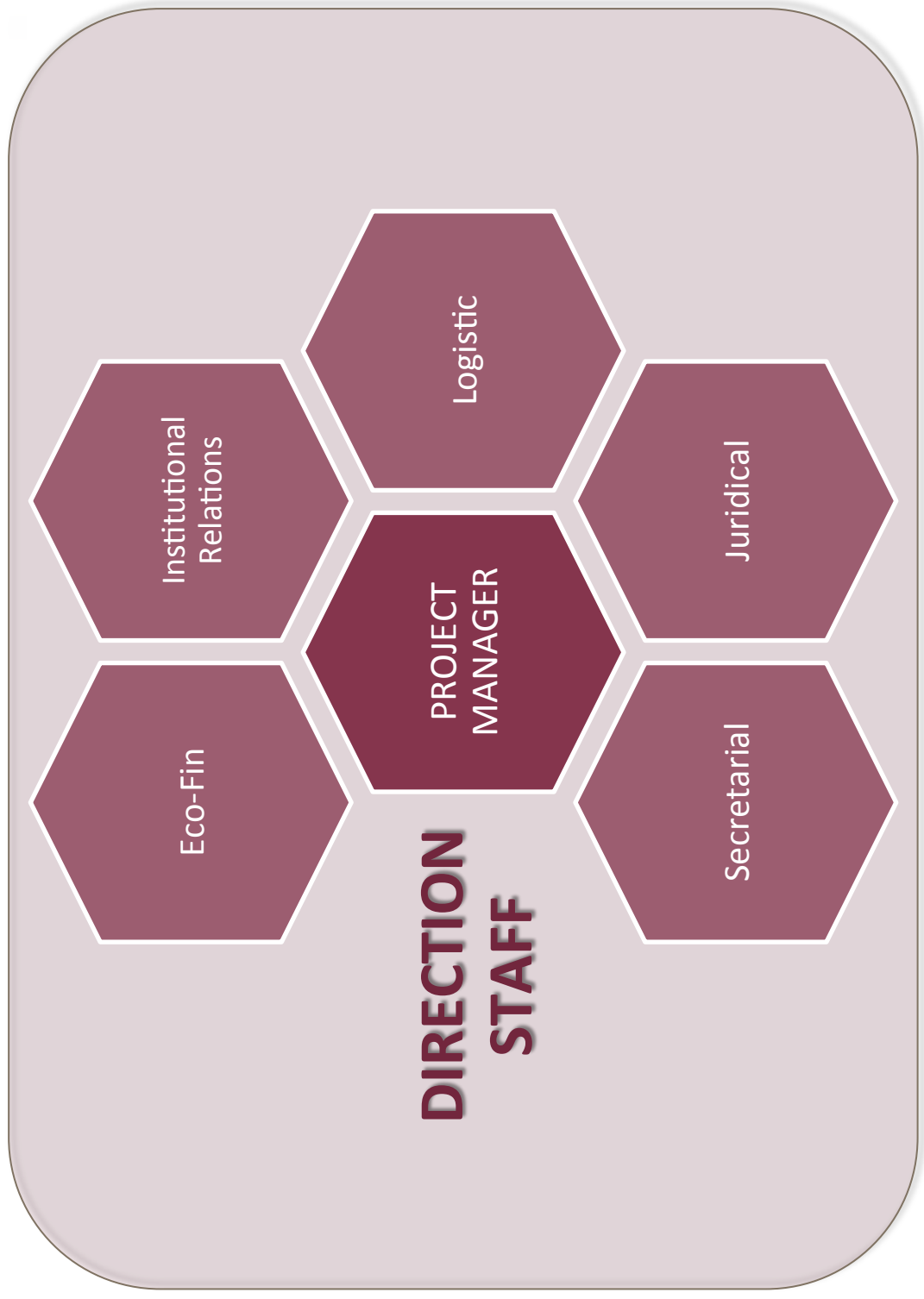
FURNITURE

DEVICES

TRAINING AND HUMAN
RESOURCES

HOSPITAL MANAGEMENT

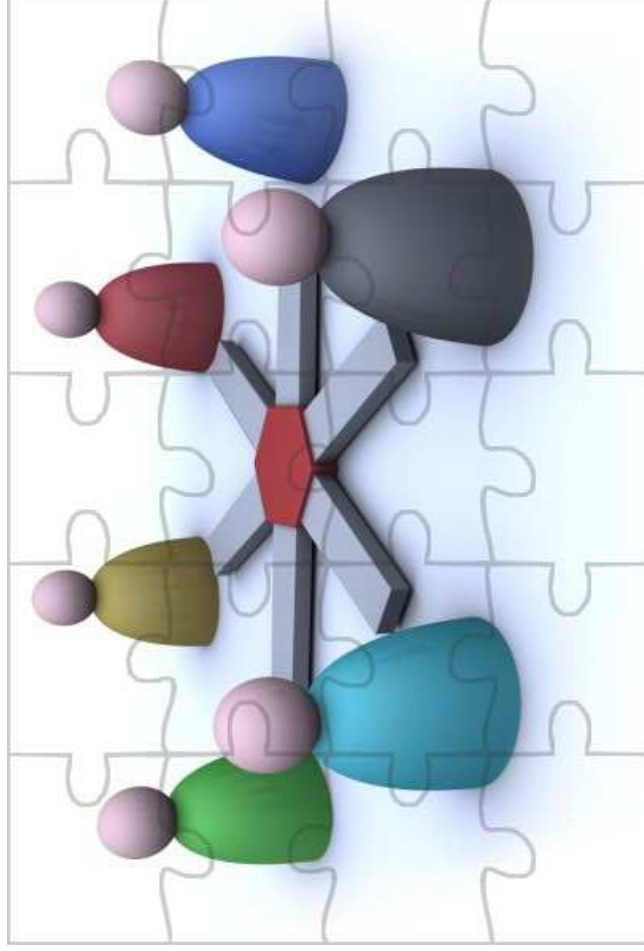
MAINTENANCE



TEAM



SELECTION AND TRAINING



SELECTION METHOD

PREDECTIVE MODEL

- Predictive Validity: More than 85% in most fields of application.

SOFTWARE

- VipScan Engine™ is a software with latest own technology unique in the world, which is created to the best scientists transfer their knowledge.

BDD CIENCIA

- Single methodology to analyze and contextualize the behaviour over the years of experiences of success in different environments .

Neuropsychology

**Evaluation Systems and Behavior
Prediction**

**Personality, Intelligence and
Vulnerability**



DESIGN / ARCHITECTURE



EXPERIENCE

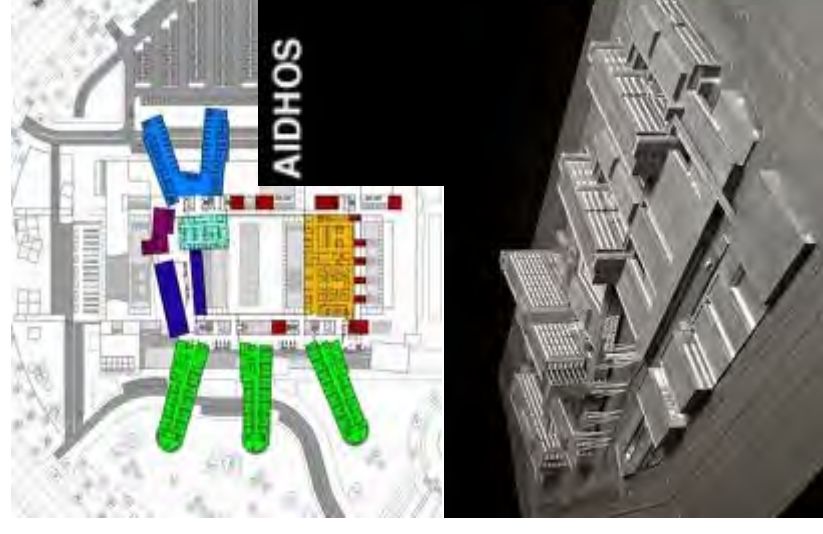
INTERNATIONAL TEAM

PRESTIGE

Forty years of experience in the architecture field within the area of the sanitary architecture

More than **200 projects** and building work within the medical architecture

Direction and members of the educational staff of the course and the coordination of the **University Master in Architecture, Organization and Management of Hospital Infrastructures**



HOSPITAL MANAGEMENT



New Trends in the Hospital Management

Strategic Aims:

- Health System Users: Providing preventive services as well as a complete medical and hospital care with high technology.
- Fulfillment of the basic requirements: productivity, efficiency, service and quality.
- Hospital System Integration: Coordination of human resources, information, organization, service management and financial control.
- Hospital self-management: the model is based on the patient's participation, sanitary culture development of hospital surroundings and integral vision of processes.
- Medical Equipment and Supplies: will be made with the world's leading companies in this sector.



VALUE PROPOSITION

**ENERGY
EFFICIENCY
AND SUPPLY
SECURITY**

**SANITARY
SYSTEM BY
SOFTWARE**

**OPTIMIZED
MANAGEMENT**

- Energy efficiency is achieved by: reducing consumption through high-performance components, optimizing the use of renewable energy and using materials that promote environmental sustainability and contribute to thermal stability of the building (reduced heat transfer coefficient).

- Computer application integrated into the hospital, to facilitate communication and information between departments and serve the patient for some specific transactions on line.

- Analyzing the specific needs of the hospital we study how to optimize the resources that are versatile, adapting them to the needs that patients demand, promoting the highest productivity of all human and material resources

VALUE PROPOSITION

SPECIALISED MEDICAL UNITS

- Specialized units are oriented to services that matter most to users and will be analyzed, among which include emergencies (including ambulance crews), pediatric services and oncology.

CHILD AND ELDERLY CARE

- To provide an area hospital to care for children and the elderly, may be day and / or night, providing a specialized service for these sectors of the population who need it.

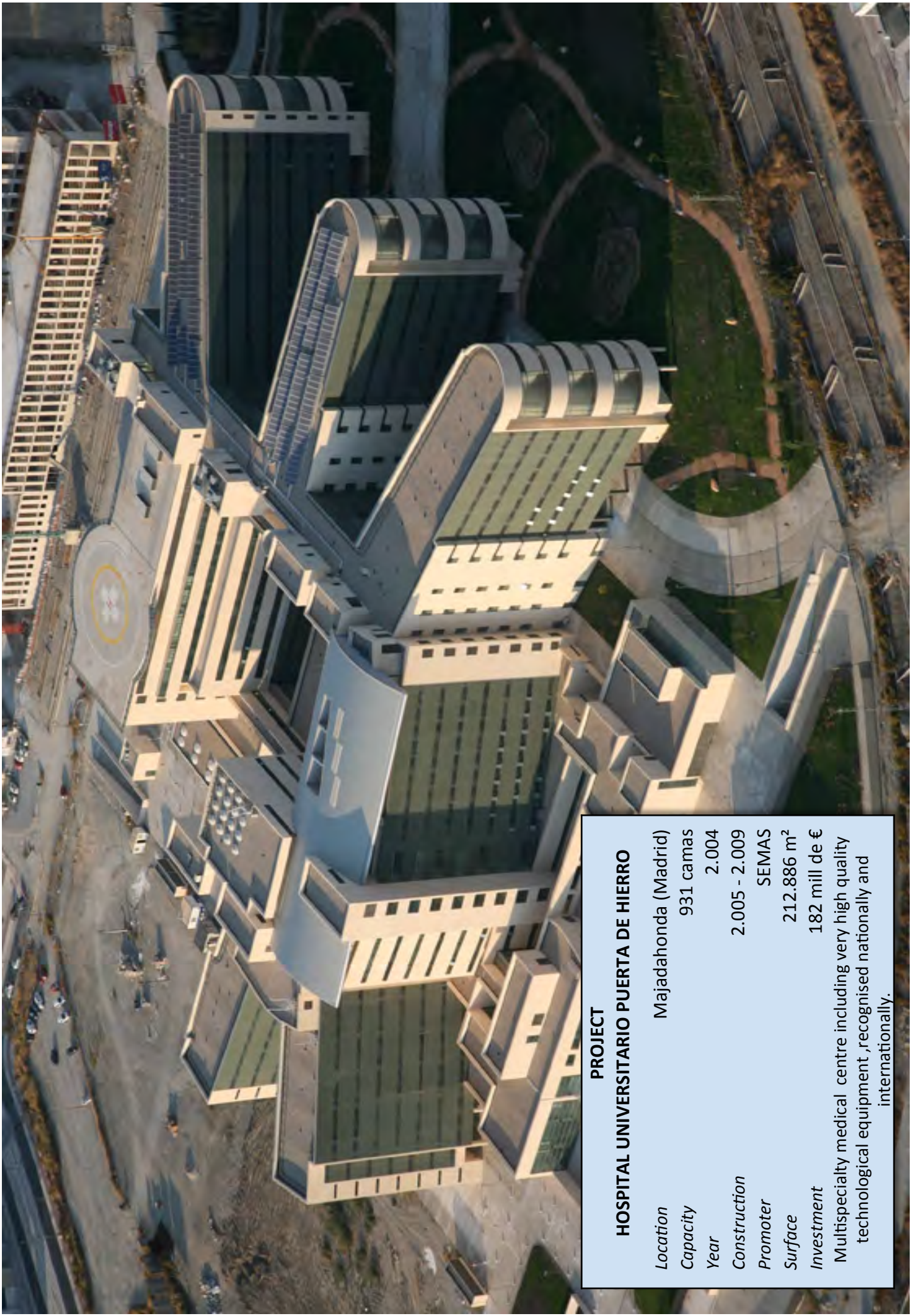
PREVENTIVE EDUCATION PLANS

- Plans to implement a preventive health education, sensitization of the population of the need for regular medical checkups, reporting measures for disease prevention, immunization programs... specifically directing them to the various sectors of society.

DONATION CAMPAIGNS

- These actions aim inform the public of the need for donations, both blood and organs, inside and outside the hospital, through mobile units that allow blood draws.

TEAM EXPERIENCE



PROJECT

HOSPITAL UNIVERSITARIO PUERTA DE HIERRO

<i>Location</i>	Majadahonda (Madrid)
<i>Capacity</i>	931 camas
<i>Year</i>	2.004
<i>Construction</i>	2.005 - 2.009
<i>Promoter</i>	SEMAS
<i>Surface</i>	212.886 m ²
<i>Investment</i>	182 mill de €

Multispecialty medical centre including very high quality technological equipment , recognised nationally and internationally.



PROJECT

HOSPITAL UNIVERSITARIO PUERTA DE HIERRO

<i>Location</i>	Majadahonda (Madrid)
<i>Capacity</i>	931 camas
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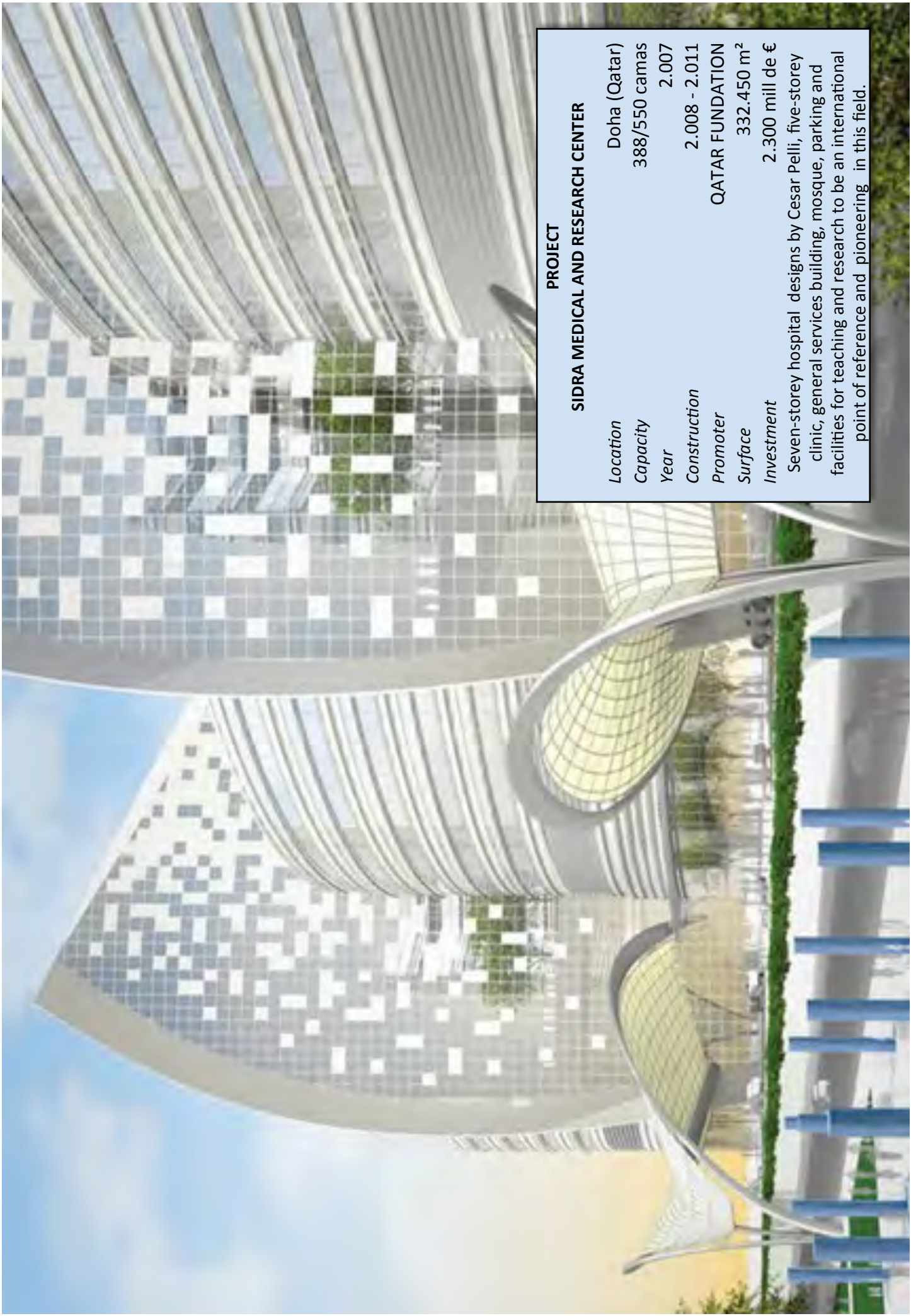
Multispecialty medical centre including very high quality technological equipment ,recognised nationally and internationally.



PROJECT
HOSPITAL DE ALMANSA

<i>Location</i>	Almansa (Albacete)
<i>Capacity</i>	94 camas
<i>Year</i>	2.002
<i>Construction</i>	2.002 - 2.007
<i>Promoter</i>	SESCAM
<i>Surface</i>	16.991 m ²
<i>Investment</i>	35 mill de €

Multispecialty medical centre with several installations and equipments.



PROJECT	
SIDRA MEDICAL AND RESEARCH CENTER	
<i>Location</i>	Doha (Qatar)
<i>Capacity</i>	388/550 camas
<i>Year</i>	2.007
<i>Construction</i>	2.008 - 2.011
<i>Promoter</i>	QATAR FUNDATION
<i>Surface</i>	332.450 m ²
<i>Investment</i>	2.300 mill de €
Seven-storey hospital designs by Cesar Pelli, five-storey clinic, general services building, mosque, parking and facilities for teaching and research to be an international point of reference and pioneering in this field.	

COORDINATION AND CONSTRUCTION

CAMPUS DE LA SALUD

<i>Location</i>	Granada
<i>Construction</i>	2.009 - actualidad
<i>Promoter</i>	UNIVERSIDAD DE GRANADA
<i>Surface</i>	100.215 m ²
<i>Investment</i>	115 mill de €

It includes the general services building, the Faculty of Medicine, the Faculty of Health Sciences and all its Urbanization.



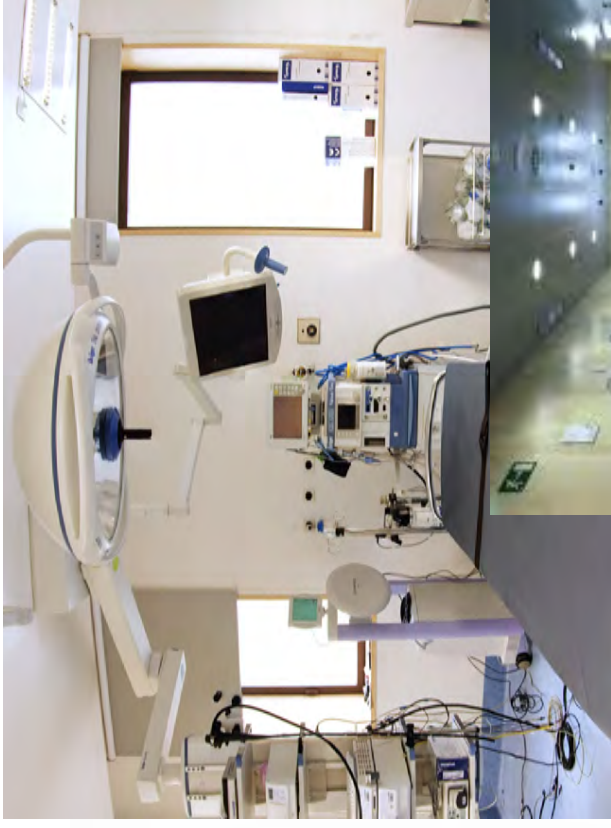


COORDINATION AND CONSTRUCTION

CLINICA OLIVÉ GUMÁ

<i>Location</i>	Barcelona
<i>Construction</i>	2.007 - 2.009
<i>Promoter</i>	AYESA - MUTUA MADRILEÑA
<i>Surface</i>	2.500 m ²
<i>Investment</i>	7,5 mill de €

Eight-storey medical centre with high resolution technology , with 23 consultation rooms, 13 exploration rooms and 3 fully equipped operating rooms. It's a total of 25 medical specialities.





COORDINATION AND MANAGEMENT
EDIFICIO DE 127 VIVIENDAS, LOCALES Y GARAJE

Location

La Lastra (León)

Construction

2.006 - 2.007

Promoter

GRUPO LAR

Surface

17.500 m²

Investment

11 mill de €

It's seven-storey building of 127 dwelling with commercial premises on the ground floor, including two underground parking levels and common areas with gardens.

PROJECT, COORDINATION AND MANAGEMENT
PROYECTO DE URBANIZACIÓN Y NAVES INDUSTRIALES

<i>Location</i>	Algete (Madrid)
<i>Proyecto</i>	2.005
<i>Construction</i>	2.006
<i>Promoter</i>	REDUR
<i>Surface</i>	237.000 m ²
<i>Investment</i>	1,5 mill de €

Development of the industrial and logistic park, including two industrial buildings and the low and medium voltage projects.





COORDINATION AND MANAGEMENT

EDIFICIO DE OFICINAS EN ALTURA - TORRE DE CRISTAL

<i>Location</i>	Madrid
<i>Construction</i>	2.005 - 2.009
<i>Promoter</i>	MUTUA MADRILEÑA
<i>Surface</i>	120.800 m ²
<i>Investment</i>	250 mill de €

45-storey skyscraper measuring 51,400 m² of GLA and 6 floors of underground car park with 77,000 m² (249m height) designed by Cesar Pelli.



PROJECT, DIRECTION AND CONSTRUCTION
URBANIZACIÓN Y CONSTRUCCIÓN DEL C.C. LUZ SHOPPING

Location Jerez de la Frontera (Cádiz)
Construction 2.008 - 2.010
Promoter INTERIKEA CENTER GROUP
Surface 590.000 m²
Investment 70 mill de €

Development and infrastructure project (singular work) with the area of medium-sized stores (110,000 m² of GLA)



**COORDINATION AND MANAGEMENT
HOTEL RADISSON BLUE 4 * Sup**

<i>Location</i>	Madrid
<i>Rooms</i>	48+6 suites
<i>Construction</i>	2.008 - 2.010
<i>Promoter</i>	MONTHISA
<i>Operation</i>	RADISSON BLUE
<i>Surface</i>	3.800 m ²
<i>Investment</i>	10,5 mill de €

Refurbishment of the historic building, including decoration, furnishings, fixtures and equipment (FF & E) . It's 4 floors with restaurants, sauna, spa and gym and it offers a high level of technology and communication facilities, with automation system.

DESIGN, CONSTRUCTION AND EQUIPMENT PROJECTS IN WHICH ACOS STAFF PARTICIPATED

CIVIL ENGINEERING / INFRASTRUCTURE WORKS

PROJECT	PROMOTER	COST (APROX.)
Autopista de peaje A7 Alicante-Cartagena	AUSUR	€ 240.000.000,00
Urbanización Area Envolvente Autopista VL-3, Vilanova de Gaia, Oporto, Portugal	AYTO. OPORTO	€ 30.000.000,00
Obra Civil y urbanización C.C. Luz Shopping en Jerez de la Fra. (Cádiz)	INTER IKEA	€ 26.000.000,00
Tendido de amarre en tierra, del cable submarino de fibra óptica que une las islas	CANARIAS TELECOM	€ 25.600.000,00
Red de CATV, pares y fibra óptica en Tenerife	CANARIAS TELECOM	€ 24.100.000,00
Estación de metro "Aviación Española" en Madrid	METRO DE MADRID	€ 20.500.000,00
Duplicación Nacional IV. Tramo Puerto Real- Tres Caminos en Cádiz	MINISTERIO DE FOMENTO	€ 20.100.000,00
Intercambiador de transportes: Interface Laborim, metro ligero, Oporto, Portugal	METRO DE OPORTO	€ 16.500.000,00
Red de CATV, pares y fibra óptica en Las Palmas de Gran Canaria	CANARIAS TELECOM	€ 15.700.000,00
Red HFC telecomunicaciones ONO Cádiz	CABLEUROPA (ONO)	€ 15.000.000,00
Urbanización C.C. Plaza Imperial en Zaragoza	DUPROCOM-EROSKI	€ 12.000.000,00
Obra civil e instalación de monorraíl elevado en C.C. Plaza Imperial en Zaragoza	DUPROCOM-EROSKI	€ 7.500.000,00
Adecuación de la normativa contra incendios en el aeropuerto de Palma de Mallorca	U.T.E. INTEMAC-PROINTEC AENA	€ 7.000.000,00
Acondicionamiento de la A-382(A) y Travesía de Arcos (Cádiz)	GIASA	€ 6.700.000,00
Obras de conservación Integral de carreteras en la Provincia de Cadiz	CONSEJ. OOPP. JUNTA. AND.	€ 3.700.000,00
Reurbanización Ronda Muleros en Jerez de la Fra. (Cádiz)	AYTO.JEREZ	€ 2.300.000,00
Urbanización El Portal 4-Q1 en Jerez de la Fra. (Cádiz)	AYTO.JEREZ	€ 1.600.000,00
Infraestructura de comunicaciones y PCI en Cobre Las Cruces (Sevilla)	SIEMENS	€ 1.250.000,00
Carril Bici de Alcalá de los Gazules (Cádiz)	GIASA	€ 700.000,00
Reurbanización y colectores de la Rotonda del Balneario en Jerez de la Fra (Cádiz)	AGUAS DE JEREZ S.A.	€ 700.000,00
Remodelación Barrio de la Laguna de Cádiz	AYTO.CADIZ	€ 600.000,00
Reurbanización Avda de la Constitución en Puerto Real (Cádiz)	AYTO. PUERTO REAL	€ 500.000,00



DESIGN, CONSTRUCTION AND EQUIPMENT PROJECTS IN WHICH ACOS STAFF PARTICIPATED

WATER STORAGE AND DISTRIBUTION / COLLECTION AND TREATMENT OF WASTEWATER

PROJECT	PROMOTER	COST (APROX.)
Estación Depuradora de Aguas Residuales y Colectores Generales de Ranilla (Sevilla)	EMASESA	€ 36.000.000,00
Estación Depuradora de Aguas Residuales y Colectores Generales de Ronda (Málaga)	MINISTERIO MEDIO AMB.	€ 10.500.000,00
Estación Depuradora de Aguas Residuales y Colectores Generales de Chipiona (Cádiz)	CONSEJ. OBRA PUBL. JUNTA AND.	€ 10.500.000,00
Ampliación de Estación Depuradora de Aguas Residuales de El Bobar (Almería)	CONSEJ. OBRA PUBL. JUNTA AND.	€ 10.500.000,00
Ampliación de Estación Depuradora de Aguas Residuales de Rota (Cádiz)	CONSEJ. OBRA PUBL. JUNTA AND.	€ 8.500.000,00
Estación Depurad. de Aguas Potables y conexiones de abastecimiento de la Axarquía (Málaga)	CONSEJ. OBRA PUBL. JUNTA AND.	€ 7.500.000,00
Estación Depuradora de Aguas Residuales de Cabezas de San Juan (Sevilla)	CONSEJ. OBRA PUBL. JUNTA AND.	€ 5.500.000,00
E.D.A.R. Fábrica de Celulosa en Pontevedra	ENCE	€ 5.000.000,00
Estación Depuradora de Aguas Residuales de Tías (Lanzarote)	GOBIERNO DE CANARIAS	€ 5.000.000,00
Estación Depuradora de Aguas Residuales de Lluchmajor (Palma de Mallorca)	GOBIERNO AUTONÓMICO DE BALEARES	€ 4.500.000,00
Abastecimiento de Aguas del Huesna en Guadajoz en el T. M. de Carmona y El Cuervo (Sevilla).	GIASA	€ 4.400.000,00
Planta generadora de electricidad en la E.D.A.R. de la Bahía de Cádiz	SOLCAISUR	€ 4.000.000,00
Estación Depuradora de Aguas Residuales de Mijadas (Cáceres)	JUNTA DE EXTREMADURA	€ 4.000.000,00
Reunión de Vertidos y E.D.A.R. Alcalá la Real (Jaén)	GIASA	€ 3.200.000,00
Red de Fecales y Pluviales Majadillas Bajas en Chiclana (Cádiz).	AYTO. CHICLANA	€ 2.100.000,00
Planta de generación de 500K W mediante el tratamiento de purines de cerdo y ensilado de maíz en Cádiz	SOLCAISUR	€ 2.000.000,00
Planta de biometanización en Planta de Tratamiento de Residuos Urbanos en Zaragoza	URBASER	€ 1.500.000,00
Estación Depuradora de Aguas Residuales de Olvera (Cádiz)	CONSEJ. MED. AMB. JUNTA AND.	€ 120.000,00
Depósito de Agua Potable de 10.000 m ³ de capacidad y las respectivas redes en Cádiz	AJEMSA	€ 600.000,00
Impermeabilización y acondicionamiento de digestores anaeróbicos de la E.D.A.R. de Copero (Sevilla)	EMASESA	€ 450.000,00



DESIGN, CONSTRUCTION AND EQUIPMENT PROJECTS IN WHICH ACOS STAFF PARTICIPATED

FACTORY / INDUSTRIAL / CIVIC AND SPORT BUILDINGS

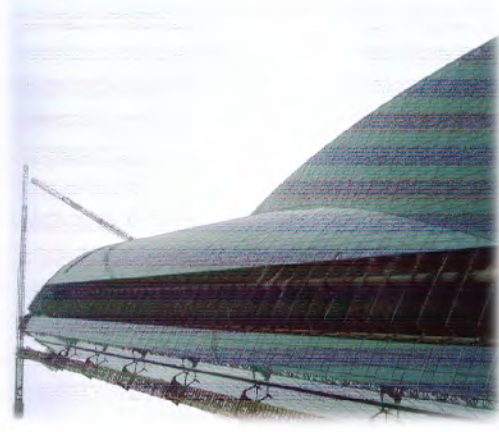
PROJECT	PROMOTER	COST (APROX.)
Instalaciones para Clínica Santa Ángela de la Cruz (Sevilla).	VIAMED SALUD	€ 20.000.000,00
Centro de Inserción Social (Huelva)	MINISTERIO INTERIOR	€ 10.000.000,00
Adaptación nave industrial para cerrajería metálica en Cádiz	PRIVADO	€ 2.500.000,00
Piscina Cubierta del Campus de la Asunción en Jerez de la Fra. (Cádiz)	CONS. DEPORTES JUNTA AND.	€ 2.100.000,00
Demolición y rehabilitación de estructura y cubierta de nave en el C.C. Luz Shopping de Jerez de la Fra. (Cádiz)	INTER IKEA	€ 2.000.000,00
Naves Industriales, Proyecto de MT y BT y Proyecto de Urbanización Interior en Algete (Madrid).	REDUR	€ 1.500.000,00
Estación de Servicio y Túnel de Lavado en Gijón para Alcampo S.A.	ALCAMPO S.A.	€ 1.200.000,00
Adaptación nave industrial para instalaciones deportivas en Jerez de la Fra. (Cádiz)	PADEL KD	€ 250.000,00
Adaptación nave industrial para obrador en Jerez de la Frontera (Cádiz)	DELICIA ROSA SL	€ 250.000,00
Proyecto de Reformas Zona Común, C. PP. LAS BODEGAS	C. PP. LAS BODEGAS JEREZ	€ 200.000,00



DESIGN, CONSTRUCTION AND EQUIPMENT PROJECTS IN WHICH ACOS STAFF PARTICIPATED

SHOPPING MALL / OFFICE BUILDINGS

PROJECT	PROMOTER	COST (APROX.)
Edificio "Torre de cristal". "Antigua Ciudad Deportiva" (Madrid)	MUTUA MADRILEÑA	€ 250.000.000,00
Centro Comercial y Parque de Medianas Luz Shopping en Jerez de la Fra. (Cádiz)	INTER IKEA	€ 84.000.000,00
Centro Comercial "El Bulevar" en Vitoria-Gasteiz	GRUPO EROSKI	€ 72.000.000,00
Centro Comercial Plaza Imperial en Zaragoza	DUPROCOM-EROSKI	€ 60.000.000,00
Centro Comercial Tradelia Center en Dos Hermanas (Sevilla)	GRUPO TREMÓN	€ 50.000.000,00
Centro Comercial "Parque Almenara", Lorca, Murcia	GRUPO EROSKI	€ 48.000.000,00
Centro Comercial "Faro del Guadiana" en Badajoz	UNIBAIL-RODANCO	€ 45.500.000,00
Centro Comercial "Águilas Plaza", Águilas, Murcia	PRIVADO	€ 40.200.000,00
Centro Comercial y Residencial "Novomilladoiro", Ames, La Coruña	GRUPO VVSL	€ 30.400.000,00
Centro Comercial "Puerta Europa" en Algeciras (Cádiz)	GRUPO SAN JOSÉ	€ 24.000.000,00
Centro Comercial Alcampo en Sanlúcar de Barrameda (Cádiz)	ALCAMPO, S.A.	€ 18.000.000,00
Centro Comercial y Parque de Medianas en O'Boial, Ferrol (La Coruña)	METROVACESA	€ 16.000.000,00
Hipermercado en el C.C. Almazara Plaza en Utera (Sevilla)	EROSKI- ING	€ 10.000.000,00
Supermercados PLUS en Andalucía y Extremadura	TENGELMANN ESPAÑA	€ 8.000.000,00
Centro de Iniciativa Empresarial, Servicios avanzados Usos Múltiples en el ámbito del Polígono de las Quemadas en Córdoba	AYTO. CÓRDOBA	€ 7.500.000,00
Rehabilitación y ejecución de edificio nuevo de oficinas en Las Rozas (Madrid)	METROVACESA	€ 6.000.000,00
Ampliación de área de ventas de Alcampo Moratalaz y Alcampo Vaguada en Madrid	ALCAMPO. S.A.	€ 5.000.000,00
Reforma Centro Comercial "Ribera del Xúquer", Carcaixent, Valencia	GRUPO LAR	€ 4.500.000,00
Reforma del Aparcamiento y Cubierta en Alcampo Vallecas (Madrid)	ALCAMPO, S.A.	€ 4.500.000,00
Centro Comercial "La Dehesa" en Moralzarzal (Madrid)	PISA, S.L.	€ 3.000.000,00
Cimentaciones Parque Empresarial IKEA en Jerez de la Fra. (Cádiz)	INTER IKEA	€ 2.400.000,00
Adecuación de la Normativa de Protección Civil en Alcampo Vaguada en Madrid	ALCAMPO, S.A.	€ 2.000.000,00
Oficinas para Asesoría de Impuestos en C/ San Bernardo 81, Madrid	PRIVADO	€ 500.000,00



DESIGN, CONSTRUCTION AND EQUIPMENT PROJECTS IN WHICH ACOS STAFF PARTICIPATED

RESIDENTIAL BUILDINGS

PROJECT	PROMOTER	COST (APROX.)
Rehabilitación de edificio de viviendas Tanger Boulevard en Tánger (Marruecos)	PROARGOS	€ 75.000.000,00
272 Viviendas en Pinto (Madrid)	HORMIMAT	€ 18.000.000,00
Edificio de 127 viviendas, garajes y locales en La Lastra (León)	GRUPO LAR	€ 11.000.000,00
140 viviendas en Cetafe (Madrid).	EMSYG (Cetafe)	€ 10.500.000,00
23 viviendas de lujo en el Plantío (Madrid)	PROSA	€ 6.500.000,00
Urbanización Sector 32. Pozoalbero Norte en Jerez de la Fra. (Cádiz)	JUNTA DE COMPENSACION	€ 6.100.000,00
Rehabilitación de dos edificios de viviendas en C/Felix Boix 8 y C/Doctor Fleming 56 en Madrid	RESTAURA	€ 5.800.000,00
98 Viviendas colectivas en Fuensalida (Toledo)	GRUPO VVSL	€ 2.800.000,00
48 Viviendas unifamiliares adosadas en Cerro Hervero (Ávila)	GRUPO VVSL	€ 2.500.000,00
28 Viviendas colectivas en Azuqueca de Henares (Guadalajara)	GRUPO VVSL	€ 2.300.000,00
Vivienda unifamiliar lujo en Navamorcuende (Toledo)	PRIVADO	€ 500.000,00



DESIGN, CONSTRUCTION AND EQUIPMENT PROJECTS IN WHICH ACOS STAFF PARTICIPATED

HOTELS

PROJECT	PROMOTER	COST (APROX.)
Hotel Hyatt en Cap de Pera (Palma de Mallorca)	HYATT	€ 190.000.000,00
Ciudad de Vacaciones y Centro de Conferencias "Hainan Qiongzhu Coast Ecological Holiday Village and National C.P.C.C. (Hainan) Conference and Training Center" en Hainan (China)	PRIVADO	€ 95.000.000,00
"Sanya Xiaoqi Harbour Dock and its Supporting Facilities" en Sanya West (China)	ISLAND TRAVELLING DEVELOPMENT CO.LTD	€ 80.000.000,00
Rehabilitación y acondicionamiento de edificio de viviendas para uso hotelero en C/ Moratin, 52 (Madrid).	MONTHISA	€ 9.500.000,00
Hotel Rongeen River & Harbor Center en Sanya (China)	ISLAND TRAVELLING DEVELOPMENT CO.LTD	€ 8.000.000,00
33 Apartamentos asistidos en Beniarbeig (Alicante)	ACUARIO SENIOR APARTMENTS	€ 2.400.000,00



DESIGN, CONSTRUCTION AND EQUIPMENT PROJECTS IN WHICH ACOS STAFF PARTICIPATED

ELDER'S RESIDENCES, HEALTHCARE CENTERS AND HOSPITALS

PROJECT	PROMOTER	COST (APROX.)
Campus de La Salud de Granada	UNIVERSIDAD DE GRANADA	€ 115.000.000,00
Hospital de Poniente en El Ejido (Almería)	CONSEJERÍA DE SALUD J. AND.	€ 50.000.000,00
Residencia de la Tercera Edad y Proyectos de Urbanización en Pozuelo de Alarcón (Madrid)	A.S.R.	€ 11.500.000,00
Clinica Olivé Guma (Barcelona)	AYESA - MUTUA MADRILEÑA	€ 5.800.000,00
Centro de Diagnóstico por Imagen en Algeciras (Cádiz)	DADISA	€ 2.400.000,00
Ampliación del Instituto de Investigaciones Neuropsiquiátricas Dr. López Ibor en Madrid	INST. INV. NEUROP. DR. LÓPEZ IBOR	€ 2.356.000,00
Reformas e instalaciones de equipos de diagnóstico hospitalarios	RESSALTA / DADISA	€ 1.800.000,00
Ampliación de la Clínica Los Álamos para Centro de diagnóstico por Imagen en Jerez de la Fra. (Cádiz)	DADISA	€ 500.000,00
Reforma del Área de Diagnóstico por imagen del Centro Hospitalario de la Cruz Roja en Córdoba	RESSALTA	€ 425.000,00
Adecuación de nave industrial para Clínica de Resonancia magnética en Andújar (Jaén)	SERCOSA	€ 366.000,00
Adecuación de nave industrial para Centro de Diagnóstico por Imagen en El Ejido (Almería)	LUNA RADÍOLOGOS, S.L.	€ 360.000,00
Reforma de Centro Diagnóstico por Imagen en Algeciras (Cádiz)	DADISA	€ 315.000,00
Adaptación y reforma de nave industrial para Clínica de Resonancia magnética en Montilla (Córdoba)	RESSALTA	€ 235.000,00
Adecuación de Residencia de la Tercera Edad VITALL en Santa María de Nieva (Segovia)	RESIDENCIA VITALL	€ 80.000,00



HOSPITAL MANAGEMENT PROJECTS IN WHICH ACOS PARTNERS PARTICIPATED

MANAGEMENT AND ADMINISTRATION OF HOSPITALS AND HEALTHCARE CENTERS

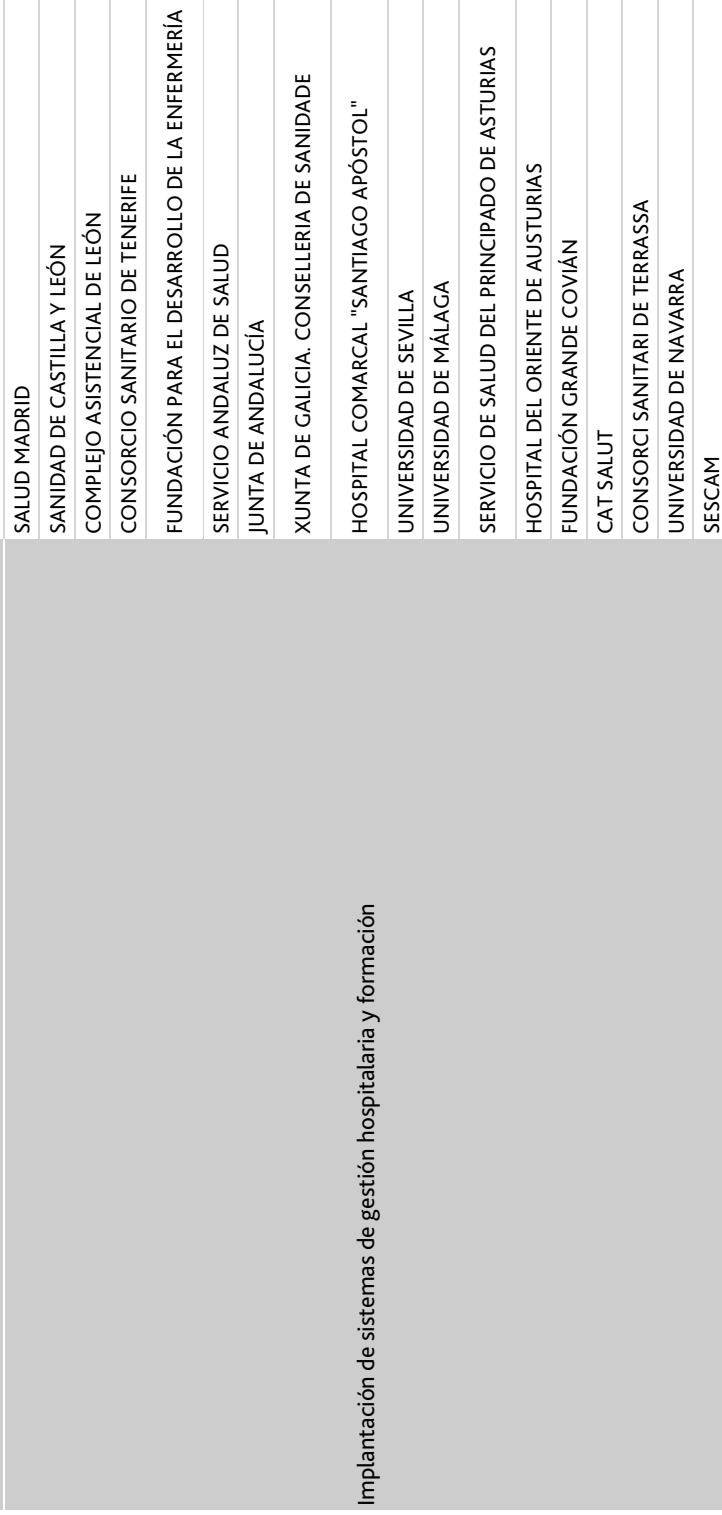
PROJECT	PROMOTER
Gestión económico administrativa de la Clínica Ntra. Sra. de la Salud (Cádiz)	CLINICA DE LA SALUD
Creación de la Junta médico pericial del Hospital Militar San Carlos de San Fernando (Cádiz)	MINISTERIO DE DEFENSA SALUD MADRID
	SANIDAD DE CASTILLA Y LEÓN
	COMPLEJO ASISTENCIAL DE LEÓN
	CONSORCIO SANITARIO DE TENERIFE
	FUNDACIÓN PARA EL DESARROLLO DE LA ENFERMERÍA
	SERVICIO ANDALUZ DE SALUD
	JUNTA DE ANDALUCÍA
	XUNTA DE GALICIA. CONSELLERIA DE SANIDADE
	HOSPITAL COMARCAL "SANTIAGO APÓSTOL"
	UNIVERSIDAD DE SEVILLA
	UNIVERSIDAD DE MÁLAGA
	SERVICIO DE SALUD DEL PRINCIPADO DE ASTURIAS
	HOSPITAL DEL ORIENTE DE ASTURIAS
	FUNDACIÓN GRANDE COVIÁN
	CAT SALUT
	CONSORCI SANITARI DE TERRASSA
	UNIVERSIDAD DE NAVARRA
	SESCAM

PROJECT

PROMOTER

Gestión económico administrativa de la Clínica Ntra. Sra. de la Salud (Cádiz)

Creación de la Junta médico pericial del Hospital Militar San Carlos de San Fernando (Cádiz)



Implantación de sistemas de gestión hospitalaria y formación



DESIGN, CONSTRUCTION AND EQUIPMENT PROJECTS IN WHICH ACOS STAFF PARTICIPATED

EQUIPMENT

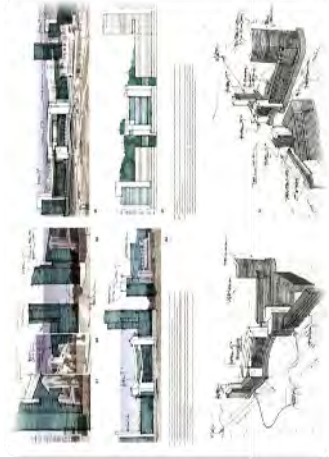
PROJECT	PROMOTER	COST (APROX.)
Equipamiento (FF&E) del Hotel Radisson en Madrid	MONTHISA	€ 1.500.000,00
Equipamiento Centro Cultural Reina Sofía en Cádiz	AYTO. CÁDIZ	€ 700.000,00
Equipamiento Fundación Federico Joly en Cádiz	GRUPO JOLY	€ 150.000,00
Equipamiento Edificio Multifuncional Ma'arifa en Cádiz	AYTO. CÁDIZ	€ 400.000,00
Equipamiento Edificio Multifuncional V Centenario en Paterna de Rivera (Cádiz)	AYTO. PATERNA DE RIVERA	€ 120.000,00
Equipamiento Sede Central Chiclana Natural en Chiclana (Cádiz)	AYTO. CHICLANA	€ 300.000,00
Biblioteca de estudios gaditanos Juvenio Maeztu en Cádiz	UNICAJA	€ 200.000,00
Equipamiento Edificio Tecnotur en Chiclana (Cádiz)	FUNDACIÓN TECNOTOUR	€ 225.000,00
Equipamiento Edificio Multifuncional Isabel La Católica en Cádiz	AYTO. CÁDIZ	€ 250.000,00
Equipamiento Vivero de Empresas en Puerto Real (Cádiz)	CÁMARA DE COMERCIO CÁDIZ	€ 160.000,00
Equipamiento para remodelación de las Urgencias del Hospital Punta Europa de Algeciras (Cádiz)	HOSPITAL PUNTA EUROPA	€ 70.000,00



DESIGN, CONSTRUCTION AND EQUIPMENT PROJECTS IN WHICH ACOS STAFF PARTICIPATED

OTHER PROJECTS

PROJECT	PROMOTER	COST (APROX.)
"Tanger City Center": Complejo hotelero, residencial, comercial y de ocio compuesto por: Hotel 5*(25.835m2, 280 hab.), Hotel 4*(15.500m2, 220 hab.), Centro Comercial (36.000m2), Business Center (11.000m2) y Residencial (803 viviendas, 92.800m2), la mayor parte en edificación en altura (B+20) en Tánger, Marruecos	FADESA-ANJOCA	€ 162.000.000,00
Centro Penitenciario Puerto III en el Puerto de Santa María (Cádiz)	MINISTERIO DEL INTERIOR	€ 62.700.000,00
Gestión Básica del PGOU de Chiclana de la Frontera (Cádiz)	AYTO. CHICLANA DE LA FRA.	
Desarrollo de las AGB de Chiclana de la Frontera (Cádiz)	AYTO. CHICLANA DE LA FRA.	
SAU y PERI EL Palmar en Vejer de la Frontera (Cádiz)	AYTO. VEJER DE LA FRA.	
Proyecto Avante y Génesis (Cádiz)	MANC. COMARCA LA JANDA	
Due Diligence del Ilustre Colegio de Abogados de Madrid	ICAM	
Due Diligence del Centro Comercial Maremagnum, Barcelona	CÓRDO ESPAÑA	
Plan Especial de Reforma Interior (P.E.R.I. 9) de Vitoria-Gasteiz	AYTO. VITORIA	
Plan Parcial de Ordenación LA PALMA DEL EBRO, Tarragona	FADESA	



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