

## Procura+ Zeelandbrug session

- Steven Mookhoek and Cor Tromp both from the Province of Zeeland began with an introduction to the Zeeland Bridge—its history, the current challenges, and the vision to replace the existing structure with a future-proof connection within a transformed transport network.
- While the primary aim was to explore a suitable and effective procurement and tendering strategy for a new connection (either a bridge or a tunnel), the group delved deeper into the fundamentals of the problem. This led to the development of a holistic project strategy that enabled the early involvement of both public and private sector parties in the procurement process. Particular emphasis was also placed on the active participation of SMEs.
- Drawing on the group's collective experience, the idea emerged to adopt an integrated approach to the challenge—one that incorporates procurement into the exploration and definition phases of the future project. This would allow potential contractors—who bring valuable expertise in construction, maintenance, and cost management—to contribute meaningfully from the outset. At the same time, it fosters early engagement and commitment from market parties, increasing the likelihood of tailored, well-informed solutions with a better understanding of potential risks and their mitigation.
- The resulting broad, holistic, and integrated strategy can be seen as a **win-win** for both government and contractors. As such, the session can be considered a direct hit—**bullseye**.

### **Zeelandbrug Session: how to break the “complex” into manageable steps**

The group faced a real task: a ~5 km bridge, an 80-year life cycle, plus the question of what to do with the existing bridge. We structured the work as a funnel: from a wide field of possibilities to well-developed options ready for the standard procedure.

#### **Block 1 — Wide funnel: communities, scenarios, boundaries**

- Goal: gather the maximum number of possible pathways and partners/stakeholders without losing strategic constraints.
- This is the “widest” stage — the most options and groups: residents and businesses, students, SMEs, environmental groups, water authorities, builders; consultations, events, market dialogue — engagement formats that increase involvement and reduce uncertainty.
- Working through key project variables: safety, capacity, navigation, climate resilience, circular demolition, CO<sub>2</sub> reduction, sea-level rise, operations and maintenance, market feasibility.
- Output of Block 1: A community map, a set of admissible scenarios, and a pool of partners to move to Step 2.

#### **Block 2 — Specialists' funnel: small groups, triage**

- Task: quickly test many options in small cross-functional teams and focus on the mandatory criteria of the future project.
- Output of Block 2: 2–3 viable concepts with clear assumptions and hypotheses, admitted to professional calculation.

#### **Block 3 — Professional funnel: calculations, risks, transition to the procedure**

- Who: structural/calculation engineers, economists, risk managers, contract lawyers, procurement officers.

- Professional calculations
- Narrowing hypotheses: exclude options that do not pass key metrics; refine the stronger ones.
- Preparation for the procedure: requirements and criteria
- At this stage, participants voiced very precise ideas that increased confidence in feasibility.
- Output of Block 3: A ready package for transition to the procurement procedure.

### **What will help most**

- European cooperation: access to communities and proven practices (we mentioned, in particular, the Øresund Bridge between Copenhagen and Malmö as a comprehensive reference).
- Scalability: in the Netherlands alone there are >10,000 bridges — meaning the approaches developed are in demand by many contracting authorities and scale readily.

### **Conclusions**

- Keep doors open. Ongoing interaction with professionals holding different points of view from different countries improves solution quality. The Procura+ seminar provided exactly this — a key outcome of the meeting.
- Build resilient links. The chain client — market — professionals — science — society — sectoral organisations accelerates the path from concept to contract.
- Start with what's feasible.
- This is how the complex becomes possible — in parts, with data, and in partnership.