The objective of this work is to study the impact of the activities of the Licensing Management process. We call these activities Licensing Management and Coordination of the different agents involved in the project that are related to the knowledge and application of this regulation. Understanding the regulatory complexity associated with the development of projects requires the identification of the activities that represent milestones of sufficient importance to motivate Authorizations, taking as a model the City of Madrid. We identify a set of processes that we propose should be set forth as the method of analysis for the sampling projects, based on those contained in the main international standards of MPBok, ISO 21500, and the National Standard UNE ISO 21500, which eases the authorizations for the opening of establishments. We conclude that a successful Licensing Management execution, considered as a set of activities that affect the practicality of all the processes in its life cycle, and that prove essential for a correct definition of the configuration and the Scope of the Project, as well as for its development, especially in locations with processing procedures of great complexity, such as those required by the Madrid City Council.

The architectural project faces the challenge of the constant search of improving productivity, and the optimization of processes. This requires detailed analysis of processes, in such a way that we can identify where there are relatively more incidents, and of these, those that have the greatest impact on the development of the project. The purpose of this research was to evaluate the impact of the incidents of the Licensing Management activities in the phases of the life cycle of the building project. The data here in has been obtained from the analysis of projects carried out in the city of Madrid, taken specifically as a reference given the complexity of its regulations. The study identifies the degree of impact in each of the project phases, and the results justify the proposal of a new role in the project team, and because of its strategic importance, of a specific chapter in the references standards.

Within the development of the Building Project, we identify the Licensing Management as a set of activities that affect the practicality of all the processes in its life cycle, and that prove essential for a correct definition of the configuration and the Scope of the Project, as well as for its development, especially in locations with processing procedures of great complexity, such as those required by the Madrid City Council.

The objective of the building project is a unique product by its very nature, which we can consider as a living entity in constant evolution, affected and influenced by its own environment, and by its respective planning. As put forth by Professors Soler Severino, M.J., Humero Martín, (2013), we apply management methodologies and practices to best ensure the proper course of the project. The application of Project Management techniques developed by the Project Management Institute (PMBoK), included in the International Standard UNE ISO 21500, allows us to establish procedures with the aim of anticipating and controlling the risks, and therefore allowing the activity to be developed in a controlled environment with lower degrees of uncertainty and therefore optimize the results of the investment. Likewise, we could include these processes in the improvement of quality control (Mesa Fernández, JM, 2017), since they significantly reduce the complaints and claims of the end user due to delays in the delivery dates and the presumption of costs not initially foreseen.

Although influenced by internal or external factors, such as company culture, customer objectives, team members, or the environment, we can generalize, by establishing a series of model phases, the structure the life cycle of any building project. And defined these, we analyze the implications of the activities of the Management of Licenses in each one of them.

In a preliminary way we briefly analyze the phases that we will take as a general schema of our study, always taking into account the model of development of the project in the Spanish territory, and with that we then approach a final justified method of procedure.

The life cycle of a project is the set of phases in which it is organized from its beginning to its conclusion and delivery, all to facilitate its management (Maury Ramírez, H.E., & Luna, C., & Romeva, C). A phase is a member set of interrelated project activities that, in general, concludes with the approval of a delivery, either partial or complete. The number of phases and sub-phases will depend on the degree of complexity of the project.
It is important to understand the correct performance of the License Management will condition the function for which it was created, and it could well include each of the previous ones, to be observed as a project in itself, in which the importance of the correct performance of the License Management will condition the final result of the building project.

So, in the work we will consider this phase of operation, and modify the phrase called “Deactivation” in the PMBoK, for the “Put into Service”, so that we provide continuity to the deliverable, assimilating Project with building commissioning. These ideas we propose a Life Cycle Phases model, adapted to the procedures of the Spanish territory, and extending the study to the “operative life” phase, which allows us to grasp the life cycle of the building or site, and understand the phases of project development referred to in the PMBoK and in the international standard UNE ISO 21500, as an integrating element in the phases of product creation as an investment model.

In general, and in reference to LM, the phases of the life cycle will define the following:

- The work related to the LM to be performed in each of the phases.
- The deliverables referred to the licensees and authorizations, their points of control and verification, and the condition to the rest of phases
- Stakeholders of each one of the activities
- Control and validation parameters related to licenses and authorizations. Some of these may include the results of the work, due to their incidence, are considered to be controlled and validated.

The International Standard UNE ISO 21500 establishes that the interfaces imply some type of transfer, and in the case of the Management of the Authorizations it will imply the possibility of its execution once verified the fulfillment of the applied regulations and where the deliverables are reviewed by the project team prior to the start of the next phase so that what is finally authorized corresponds to the objectives initially planned.

Therefore we can understand that each phase has a specific objective, a deliverable, whose delivery and acceptance marks the beginning of the next phase, although in the activities of Licensing Management, this acceptance does not correspond with the project team, but with the validation of the documentation submitted by the inspection services of the administration, whether municipal, or other higher authorities depending on the size of the building and the end use to be developed.

The phases serve as the grouping of activities for the complete development of the project obtaining intermediate objects, in a way that facilitates its management to the Project Team from a repetitive method, and always in coordination with the other members of the project team. We define, therefore, that we should not consider the previous phases as “closed”, since possible incidents or modifications produced during the develop of the project may require us to reopen already completed processes, thus assuming outputs and inputs, and even cancellation points as seen from a more flexible point of view.

**4. METHODOLOGY AND DATA USED**

The study is carried out analyzing the incidents that have occurred throughout the development of the projects, and especially those that have had a significant impact on the final result, so we can include them in the following sections:

- Incidents derived from non-compliance with urban and technical regulations in the initial approach and throughout the scope of the project.
- Incidents derived from deficient management of the previous work license, either due to lack of follow-up with the municipal authority or due to an incorrect processing and control, as well as other deficiencies occurring in this period, among which may be the lack of due diligence in response to the requirements.
- Incidents derived from a poor management of stakeholders or the previous license management phases.
- Incidents derived from weak management of the stakeholders in the phase of final license management, or product management.
- Incidents derived from the lack of monitoring and control during the development of the work and execution of the works.
- Incidents derived from the lack of control of management of the technological subsystems, thus leading to possible control points that may lead to non-compliance with regulations.
- Incidents derived from poor management of stakeholders in the phase of final license management, or operation and maintenance.

The complexity of the existing Licensing Management processes in the city of Madrid makes as a basis for the conclusions herein, which furthermore are based on relevant incidents of 27 project samples. They correspond mainly to new building projects of residential use, in some cases with specific authorization needs, with which we have studied the impact of activities related to the
In this phase, as developed by Professor Heredia, the basic parameters of effort is not clearly established. In fact, the PMBOK recognizes the possibility that the Project Director, expected results, or at least intuited, when discovering a business opportunity, is the case that some resources allocated to its planning. It is the case that some parameters, of the site itself with the environment, that motivate the need for a correct interpretation of the applicable regulations. It is not therefore a question of the automatic enforcement of pre-established ordinances, but of an in-depth analysis of the circumstances surrounding the project in question, where the antecedents are an important part in determining the possibilities of the project. Here we refer to the scope of the project and risk management analysis.

From Risk Management we deduce the impact of the possible incidences of the Licensing Management in this phase, and this includes a lack of correctness in the weighting of the application criteria of the municipality’s technical services or that of the processing agency, or even the lack of knowledge of the application with respect to some sectoral regulations, (Kedir Mohammed, H. & Knapkova, A.; 2016), such as being within a special protection area, such as being within a special protection area, which sometimes involves the obligatory reporting granted by bodies of great organizational complexity that lengthen the deadlines in an unforseeable way to calculate, as it is the case of the Airport Authority in its area of influence in Madrid, since they are known to be completely opaque and dynamics of the functioning body responsible for processing the permissions. The possibilities of the project should be associated with an index of costs coordinated by the management resources of the company.

The knowledge of the Licensing Manager should not be limited to the literal nature of the application procedures but to the for-}

The study carried out in this phase is divided into two, the design and obtaining the license itself, understanding that the works are focused on a use whose licenses must be processed through the proper authorization procedures prior to the start of works.

In this phase, incidences of more than 3 months are detected in 63.9% of the projects analyzed, and equal to or greater than 5 months in 40.7%.

In this design phase, the impact of Licensing incidences increases with the expenses incurred and other contractual commitments. If there are no resources allocated to these procedures, that is to say, the risk of the roads (Navarro Rosero, M.P.), on the other hand, there is pressure to comply with the initially planned deadlines, since the marketing process is initiated simultaneously.

To do this, the Licensing Manager must know and manage with expert external procedures, in the administrative procedures (Choshi Cuchi, C.A.; 2002) in such a way that a detailed planning of the project can be established, avoiding unforeseen requirements that imply delays.

Given that the final deliverable of this phase corresponds to the issue of the license for the execution of the works, and therefore the possibility of starting the construction phase itself, it is worth noting the two main procedures for its attainment in the City of Madrid.

Prior concession procedure

Or the so-called Ordinary License, this is the concept of prior examination of the files, that is, that have prevailed until the entry into force of Directive 2006/123 / EC of the European Parliament of 12 December 2006, on services in the internal market, and of the subsequent legislations that develop it in each territory.

In this procedure will be the deadlines for processing the determinants of the risks assumed, that is, the reality of the processing of the files by the administrations allows us to anticipate that the deadlines set in the different procedures are rarely met by the body of the administration, resulting in deviations counted in months.

The knowledge of the Licensing Manager should not be limited to the literal nature of the application procedures but to the format and dynamics of the functioning body responsible for processing the authorizations, as well as the existing relationship between the functioning body and the other administrations

In this procedure the process of contact with the responsible department does not usually offer greater complications since, once the file is opened, the responsible technician is assigned, and it will be the work of the Licensing Manager to have the necessary capacity to convey this information to the other administrations related to the functioning body.

This first phase, which corresponds to the decision to undertake the project or reject it, commits the company in such a way that it must be undertaken from departments with high decision-making power. Identified in many companies, it is worth noting the two main procedures for its attainment in the City of Madrid.

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INCIDENCE IN LICENSING MANAGEMENT ACTIVITIES IN BUILDING PROJECT LIFE CYCLE. A STRATEGIC MATTER OF KNOWLEDGE

--- 5.4 - Phase 04 - Commissioning (Closure - Beatification) ---

We could say that this phase begins with the conclusion of the construction work by the contractor; and the issuance of the Final Certificate of Work by the Construction Directorate, and this ends with the delivery of the work by the construction company to the Promoter, after obtaining the licenses for operation, as a final approval. It’s the phase where the incidences of the Licensing Management have greater impact.

We are therefore in a scenario of “pre-delivery”, with quite literally the whole investment made, and thus completely liable to the total financial amount; with a property that in this precise point is likely void of any professional use. At this vulnerable point it is possible that the schedule may incur construction delays accumulated in previous phases.

When it comes to the operation of economic activities, the essential requirements are the processing of licenses of First Occupation for the premises, and that of the Operations of the Installations. The reality of this underlying reveals that although the former is validated by the very requirements of the contracting of the building’s general services, this is not the case for the latter. Thus were there are delays due to the work overload of the responsible municipal departments together with the need of the promoter to commence generating income in order to amortise the investment, we arrive at openings with no formal consents.

From the study we found incidences with a project impact equal to or greater than three months in 40.7% of the projects analyzed, and more than ten months in 7.4%.

In this last phase, the economic impact of the incidences is much greater; and correspond with an average of 3.03% of the investment, although in 18.5% of the projects this impact exceeds 7% of the investment.

--- 5.5 - Phase 05 - Operating ---

Within the operational phase, or the usual life of the building, the license manager is linked to the successive conditioning and changes in the use of the building, or premises, and should not be confused with the activities carried out by the Facility Manager (Soler Veral et al., 2012).

These actions, which can be defined as rehabilitation of use, enable the property to recover its value as a space of a commercial activity that the market demands. These require the implementation of works to adapt it to the current legislation, both urbanistic and technical regulations.

Likewise, the change of use of a building in the consolidated areas of the old town, for residential use or other (say for example hotel use), typically requires important adaptations in current regulations for the fire protection and evacuation of occupants.

In any case, the issue in itself can be framed as a distinct project in its initial phase, being in the majority of cases as the criteria for the purchase of the building, and is thus a reason for beginning a new phase of feasibility study, as would merit the complexity of areas specially protected for their features of architectural heritage. This is the case of the City of Madrid, which is subject to strict controls on Building Protection, which thus limits the actions to be carried out by an authorization of the work regimes in accordance to each of the levels of protection established by the General Urban Development Plan of Madrid (approved in 1997, and curatively under review).

6. CONCLUSIONS

After the work presented, we can deduce that the activities of License Management cover all the phases of the life cycle of the Building Project, including those of the previous phases or strategic decision, which we have included to understand that the role of the manager of Licenses should be performed by a team member with sufficient decision-making capacity, with direct communication with the management staff of the company, and directly involved with its objectives, unlike the classical perspective in the Spanish context, where License Management was enforced at specific times by assigning automatically their function to the technical writers of the project who, in addition to being external to the organization of the company and not sufficiently committed to the objectives of the organization, have not had adequate training for the management of processes and interpersonal skills.

It is important to take into account that of the study carried out, none of the analyzed projects had a null incidence in the activities of License Management. And at the other extreme, if we join those that had an impact higher than 15% of the investment: 3.4% of the projects had incidences of 5% or more of the investment.
importante que el interés que debe tener el constructor asegurar los esfuerzos en estas fases iniciales de la estrategia de planificación y gestión -

Stake Holders en las actividades de la gestión del proyecto.

El PMBoK contempla una disminución de incidencia de los stakeholders en el tiempo y, en consecuencia, en el desarrollo del proyecto. En el desarrollo de las actividades de la gestión del proyecto, la importancia de los stake holders diferencia en este aspecto, que es un elemento que puede resultar decisivo.

En los procesos de manejo de licencias, se puede considerar la influencia de la decisión y la finalización de la fase de definición, pero especialmente en la etapa de llegada o salida.

En el proyecto de construcción un gran número de demandantes y de ese porcentaje puede ser influente en la etapa de inicio del proyecto, y que no ha sido identificado en el proyecto. En particular, se debe tomar en cuenta que las partes que pueden tener una influencia negativa (y pequeñas empresas que operan en el mercado de bienes y servicios).

La gestión del stakeholders debe estar coordinada con el administrador de medios y el acomodar los aspectos anteriores entre los stakeholders y el objetivo de la gestión del proyecto.