German Economic Team

Guideline for the management of Industrial and Technological Parks in Kosovo

by Bjoern Vogler

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POLICY STUDY KOSOVO

About the German Economic Team

Financed by the Federal Ministry for Economics and Energy, the German Economic Team (GET) advises the governments of Ukraine, Belarus, Moldova, Kosovo, Armenia, Georgia and Uzbekistan on economic policy matters. Berlin Economics has been commissioned with the implementation of the consultancy.

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Implemented by

CONTACT

Felix Schwickert, Project Manager
schwickert@berlin-economics.com

German Economic Team
c/o BE Berlin Economics GmbH
Schillerstraße 59 | 10627 Berlin
Tel: +49 30 / 20 61 34 64 0
info@german-economic-team.com
www.german-economic-team.com

Our publications are available under
https://www.german-economic-team.com/

About the author

Bjoern Vogler has 25 years of international experience as consultant and trainer in EU, transition and developing countries. He has carried out more than 200 short-term and long-term assignments in the area of investment, industrial and innovation policy. Amongst others, he has assisted several Governments in Asia, Central and Southeast Europe in reforming their programmes and structures for economic zones and industrial parks. Since 2020 he is advising the Government of the Republic of Kosovo in the field of investment policy and corresponding institutional reforms.

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1. Introduction

Industrial and Technological Parks form part of the industrial and innovation policy package in most countries around the globe. International experience shows that they can make an important contribution towards economic growth and sustainable development. According to the Law No. 08/L-208 on Industrial and Technological Parks, the main objectives of Industrial and Technological Parks in Kosovo comprise:

- Attracting sustainable investment
- Promoting advanced technologies, production and processing activities, innovation and value-added services
- Fostering employment and training
- Facilitating ecosystem development and cooperation between companies
- Increasing competitiveness and exports
- Promoting regional development
- Supporting strategic projects.

In line with international good practice, the new law provides for the establishment of park managements, which opens up the opportunity to significantly enhance the attractiveness and international competitiveness of Kosovo's Industrial and Technological Parks. In most countries, larger parks have an on-site management entity or unit that provides infrastructure-related, business development and administrative services and fosters the integration of the parks into the regional economy and ecosystem. A park management is well received by residents and potential investors and constitutes a core element of a convincing value proposition in today's competitive environment.

In addition to the mentioned Law No. 08/L-208 on Industrial and Technological Parks, in particular the Administrative Instructions No. 07/2024 on Setting the Administration and Management Method of Industrial and Technological Parks and No. 04/2024 on Defining the Form and Content of the Register of Industrial and Technological Parks and Business Incubators form important elements of the relevant legal and regulatory framework. The Administrative Instruction No. 07/2024 defines the responsibilities of the park management as well as eligibility requirements and the selection process. The Administrative Instruction No. 04/2024 provides guidance for reporting-related tasks.

To facilitate a more structured approach towards the management of Industrial and Technological Parks in Kosovo and to avoid that new staff members have to start from scratch each time, this guideline has been developed. It lays out a framework for understanding the role and different tasks of the park management also integrating the organisational and financial dimension.

This guideline is structured as follows: chapter 2 provides an overview of the core tasks of the park management differentiating between different types of services, promotional and monitoring activities. Particular emphasis is placed on synergies and qualitative aspects offering a chance for differentiation. The efficient performance of the core tasks critically depends upon an adequate organisational and financing model. Chapters 3 and 4 outline how these dimensions can be aligned to the local context and the strategic focus, core tasks and target groups of the park management. Throughout the guideline, good practice examples are used to illustrate promising approaches.

2. Core tasks of the park management

At the international level, the value propositions of Industrial and Technological Parks have substantially changed in the recent past. Previously, there was a strong focus on incentives and low rents or land prices. Nowadays, in light of more demanding site selection criteria of investors, successful parks place more emphasis on a target group oriented infrastructure and service portfolio. In this context, the range of tasks of park management entities or units has been widened. While there are several cross-cutting areas of responsibility such as facility management, promotion and monitoring, the exact scope and focus of tasks of the management organisation depends on the type of park as well as its strategic objectives and target groups.

The Law No. 08/L-208 on Industrial and Technological Parks differentiates between three types of parks:

- General park
- Specialised park
- Park for innovation and technology.

Figure 1: different types of parks and their main objectives and target groups

Type of park	*Main objectives*	*Target group focus*
General park	• Support broad-based industrial development • Reduce regional disparities • Strengthen competitiveness of (local) SMEs	SMEs from a wide spectrum of industries in line with regional profile
Specialised park	• Develop specific industries and clusters • Attract foreign investment • Promote horizontal and vertical linkages	Local and foreign investors in specific industries
Park for innovation and technology	• Stimulate innovation and technology diffusion • Foster entrepreneurial development • Enhance triple helix collaboration	Knowledge-oriented local and foreign investors and start-ups

Source: own display

General parks aim at fostering broad-based industrial development in line with the regional profile – typically with a target group spectrum beyond one specific industry and a focus on local SMEs. They usually come with a basic infrastructure and service portfolio, while the facilities are constructed by the investors.

Specialised parks aim at developing and upgrading specific industries and supporting the integration into international value chains. Usually, they have a stronger focus on attracting foreign investors, which have to start their operation with increasing time pressure. Investors can benefit from a more advanced infrastructure and facilities, which can comprise production and office space for rent as well as services aligned to their needs. Those include, among other things, linkage promotion services, which can also enhance the impact of the investment projects.

Parks for innovation and technology are used to stimulate innovation and entrepreneurial development and to unlock the potential of new technologies. Next to technology- and knowledge-oriented companies and start-ups, universities, research and training institutions can be located in the parks offering industry-oriented R&D, study and training programmes. Typically, parks for innovation and technology offer a target group oriented infrastructure and portfolio of services, which includes pre-built facilities and a wide range of community building, entrepreneurship support, accelerator and innovation transfer programmes also reflecting the specific needs of start-ups.

Against this background, the table below provides an overview of mandatory (M) and optional (O) tasks of the park management for the different types of parks. The tasks will be explained in further detail in the subsequent chapters. Applicants for the management of Industrial and Technological Parks should specify in their management plan how they will perform the various tasks and what optional services they will offer. During implementation, the park management should submit annual plans to be approved by the administrator. The annual plans should detail the envisaged services and activities.

Table 1: mandatory and optional tasks of the park management

Tasks	General park	Specialised park	Park for innovation
Facility management and administrative services			
Day-to-day operation	M	M	M
Coordinating the maintenance of the on-site infrastructure	M	M	M
Ensuring effective utility connections	M	M	M
Initiating and advocating for infrastructure development projects	M	M	M
Providing investors with initial information on relevant registration and permitting processes	M	M	M
Supervisory tasks and administrator support (e.g. collecting rents, ensuring compliance)	M	M	M
Complementary value added services	O	O	O
Community building, entrepreneurship and innovation support services			
Networking events and platforms for residents	O	O	O
Entrepreneurship support and innovation transfer programmes	O	O	O
Ecosystem development			
Promoting linkages (e.g. supplier database)	O	M	M
Involvement in clusters and similar initiatives	O	O	O
Training, talent attraction and retention services			
Training and upskilling programmes	O	O	O
Recruitment services	O	O	O
Welcome and social services	O	O	O
Promotion			
On- and off-line marketing tools	M	M	M
Social media campaigns	O	O	O
Lead generation	O	O	O
Organising / participating in events to promote the park	M	M	M
Strategic partnerships with intermediaries	O	M	M
Park-specific monitoring and reporting			
Collecting park-specific monitoring data	M	M	M
Preparing activity reports	M	M	M

Note: M = mandatory tasks, O = optional tasks
Source: own research

2.1 Facility management and administrative services

At the most basic level, management entities / units of Industrial and Technological Parks provide a range of facility management and administrative services, which should be rendered in close coordination with the administrator and further partners such as municipalities and utility suppliers. Those include:

- Day-to-day operation of the park, in particular ensuring the efficient operation of general and target group specific infrastructure and facilities
- Coordinating the maintenance of the on-site infrastructure, including upgrades (e.g. measures to improve the energy efficiency and reduce carbon emissions of the park)
- Ensuring effective utility connections (e.g. electricity, water, sewage, telecommunication / internet) and network management
- Initiating and advocating for infrastructure development projects in line with the needs of the residents
- Providing investors with initial information on relevant registration and permitting processes (e.g. building, work and residence permits).

The delivery of those services should be geared towards minimising the environmental footprint of the park and its residents. Among other things, the park management should promote practices to increase the energy and resource efficiency and the use of renewable energy sources. Closely related to the facility management and administrative services, the park management also plays a supervisory role and supports the administrator in this respect. In addition to collecting rents, this relates to overseeing the residents' compliance with contractual obligations and relevant laws and regulations ensuring park safety and security.

Those base level services and functions can be complemented by further value added services depending on the local context and facilities. For instance, the park management can organise transportation services for employees. Those can be sub-contracted to a specialised transportation company, while the park management coordinates the delivery on behalf of the residents. If the park has an administration building, the park management could also rent out meeting rooms and offer reception services.

2.2 Community building, entrepreneurship and innovation support services

Industrial and Technological Parks are increasingly relying on community building to tap into cooperation and innovation potentials. The idea is straightforward: the park management brings together residents and further stakeholders facilitating knowledge sharing, collaboration and (informal) networking. This can lead to partnerships and joint projects increasing the productivity or fostering the diffusion of new technologies. A wide range of formats can be used, including thematic workshops or master classes, meet & match sessions or informal events and activities. Close coordination and cooperation with the administrator and other partners are also advisable in this context.

Aligning the community building activities with the key needs and interests of the residents constitutes a critical success factor. For instance, a specialised industrial park might focus its efforts on production-related aspects such as a platform for sharing machinery or workshops on energy-efficient processes, while a technological park might place more emphasis on initiatives facilitating access to labs and workshops addressing innovation-related topics e.g. intellectual property. If an incubator is located in the park, community building could focus on connecting start-ups with established businesses, mentors and potential investors.

Successful parks carry out customer surveys to better understand the needs of the residents and align events and services accordingly. Such surveys are also very helpful in deciding whether more sophisticated services such as entrepreneurship support, accelerator or innovation transfer programmes should be offered, whereby cooperation with specialised partners is usually a promising approach.

Community building in the Agro Food Park Aarhus (Denmark):

The 100 ha research and innovation park focuses on sustainable agritech and foodtech. In addition to the Department of Food Science of the University of Aarhus, two applied research centres and more than 100 businesses with a mix of start-ups, SMEs and large companies (e.g. Arla Foods) are located in the park. The park management owns buildings with 40,000 m² of office space. Furthermore, land plots for sale are available as well as 80 ha of agricultural land to test products. The infrastructure of the park also comprises meeting and conference rooms, lounge areas, two canteens and one café.

The park management places strong emphasis on community building and innovation support services, including:

- Thematic master classes
- Networking and sports events
- “Go to lab partnership” offering access to microbiological labs of companies in the park
- Accelerator programme „Haystack”, which is run by the Danish Food & Bio Cluster and co-financed by the park management and includes 1:1 mentoring, individual advice on the business model and product development as well as access to investor and the B2B network of the park and cluster.

Source: https://www.agrofoodpark.com/

2.3 Ecosystem development

Industrial and Technological Parks can make an important contribution towards the development of regional innovation ecosystems. Park management organisations around the world are adapting and extending their service portfolio accordingly. Industrial and Technological Parks often form the nucleus of regional cluster structures. In some cases, they even host the cluster management (see example below). Several park management organisations already play an active role in cooperation networks at the international level, e.g. offering joint soft-landing schemes.

Role of the Katowice Special Economic Zone (Poland) in cluster development:

The Katowice Special Economic Zone (SEZ) forms the nucleus of the Silesia Automotive Cluster, which covers an area with a radius of approximately 150 km around the zone. A wide range of companies and institutions is collaborating in the cluster – including large corporations, SMEs, universities, R&D institutions, technology centres and training providers. Next to automotive OEMs and tier 1 suppliers, the membership comprises companies and institutions, which specialise in related fields, e.g. robotics, electronics, metal, plastics.

The service portfolio of the cluster management, which is hosted by the SEZ administration, comprises amongst others:

- Information services (e.g. newsletters, thematic analyses, technology information platform)
- Innovation & cooperation (e.g. B2B and B2Science platforms, brokerage services)
- Automotive Silver Experts (retired experts)
- Supplier database
- Skills & recruitment (e.g. career and competence project, dual study programmes).

Membership fees amount to approximately EUR 1,000 p.a. for a standard membership and EUR 500 p.a. for SMEs.

Source: https://www.invest-ksse.com/ksse-1161

As a starting point, a new park management can actively promote linkages between residents and companies, universities or business support organisations in the region. It can do this on an individual base or it can organise events, which facilitate linkages – e.g. with presentations or matchmaking sessions. Online supplier databases have also proven to be an effective tool offering a platform to local SMEs to present themselves and by allowing investors to search for suppliers according to their needs.

As a next step, the park management can critically assess which further services and formats can be opened up to target groups beyond the park. For instance, training programmes, if part of the service portfolio, can be offered to participants from companies outside the park. Conversely, park management organisations can build up strategic partnerships with other actors in the regional industrial and innovation ecosystem (e.g. cluster or industry networks) promoting their services among residents.

2.4 Training, talent attraction and retention services

In light of an increasing shortage of skilled labour, at the international level, many park management organisations have recently intensified their efforts in the area of training, talent attraction and retention. Those services are well received by both investors and employees and can serve as an additional source of revenues for the park management. There is also an increasing focus on creating an attractive working environment for employees in the development of infrastructure and facilities.

Services & facilities of the Potsdam Science Park (Germany) to attract and retain talent:

The 60 ha science park focuses on agro-biotech, life sciences and new materials. Next to the Potsdam University, three Max Planck Institutes, two Fraunhofer Institutes as well as 40 tech start-ups and SMEs are located in the park.

The park's strategy "Road Map 2035" places strong emphasis on the development of social and general amenities to create an attractive working environment. In addition to the existing boarding house and kindergarten, a new centre with shopping facilities, restaurants and further services is planned. The park management has recently extended its facilitation services to attract and secure both investment and talent. A dedicated unit is providing a broad range of welcome services for companies and re-search institutions as well as their employees, including language courses and assistance in finding apartments, schools, childcare and healthcare services.

Source: https://potsdam-sciencepark.de/en/

Depending on the needs of the residents, a park management can organise as a first step the initial training of new employees or targeted upskilling programmes, e.g. focusing on digital, green or circular economy skills. Similar to the transportation services mentioned above, the trainings could be sub-contracted to specialised service provider, while the park management focuses on the role of a facilitator. The park management can also play an active role in promoting the dual VET system in close coordination with the Ministry of Education, Science, Technology and Innovation.

As a next step, recruitment services could be integrated. Those could comprise the organisation of virtual or physical job fairs or individual recruitment services in collaboration with HR companies. Once a critical mass of residents has been developed, the park management could initiate more complex collaborative training programmes or even a joint training centre (see example below).

Penang Skills Development Centre (Malaysia):

As part of cluster development efforts, the Penang Skills Development Centre (PSDC) was initiated by leading multinational investors in collaboration with the public Penang Development Corporation to upgrade the skills base in the special economic zone and surrounding region. Based on a PPP model, 80% of the PSDC's budget is financed by 200 member firms.

The PSDC has already trained over 200,000 participants. It offers academic, (dual) vocational and short-term training programmes in engineering- and management-related areas. Further services include shared labs and rental space for companies as well as scholarships and job placement support for students of the PSDC.

Source: https://www.psdc.org.my/

2.5 Promotion

The core task of promotion includes all activities geared towards generating interest from potential investors. Promotional activities should be implemented in close collaboration with the administrator to utilise synergies and maximise the impact. Successful parks take a targeted approach concentrating their promotional efforts on defined target groups in terms of industries / activities, investment type, size and geographic origin of the investors. The main focus is on measures that allow a direct communication with potential investors in the prioritised target groups to convince them of the business opportunities offered.

As a starting point, a basic set of marketing materials should be developed by the park management. This includes a brochure / exposé as well as a fact sheet. The brochure / exposé can be used for events (e.g. conferences, delegation visits), individual meetings, site visits or follow-up activities. It should highlight the key messages and benefits for the target groups. Taking into account the perspective of investors, the focus should be on promoting business opportunities rather than locations. In addition, the regional context, which plays a decisive role in the investment decision process of companies, should be integrated. The search for a new location typically starts at the regional level. Most location criteria also entail a strong regional component, e.g. the labour market potential.

The fact sheet should summarise the key messages and information from the brochure and should be developed in particular for lead generation campaigns, trade fairs or events as a hand-out. A format that allows flexible updating, adaptation and individualisation is recommendable.

Content of an exposé / brochure for an industrial or technological park:

- The regional context of the investment site, if possible with distances to major hubs and important transport links
- Wider development objectives of the site including target groups
- Convincing business scenarios building upon location-specific advantages (e.g. available labour force, industrial traditions)
- A layout plan pointing out different land plots and construction phases and, if applicable, a bird's-eye view or 3D illustration of the site for a better visualisation
- Technical specifications of the site, e.g. available land plots (incl. size and rents), building specifications, utility connections, facilities and infrastructure
- Service portfolio of the park management and contact information
- Information on eligibility criteria, application and registration processes
- Profiles of successful investment projects / testimonials

Source: https://www.iplatforms.gov.md/en

A convincing online presence is a critical component of targeted investment promotion, as today an online search and website visit are often an investor's first introduction to a new potential site. The more relevant information is provided, the more likely potential investors are to engage further. In this sense, a website allows potential investors to find all information they need in one place. Providing useful target group specific information online, shows potential investors that the management understands their needs and demonstrates competence. Dedicated contacts displayed on the website provide a natural point of entry for potential investors to engage with the staff directly.

Next to information and visuals on a similar range of topics as in the exposés, the website could include the following features:

- Virtual tours
- Profiles of the staff members of the park management

» News section with information on new developments and activities at the site
» Links to relevant partners and institutions (e.g. KIESA, municipalities)
» Download section with the brochure / exposé and fact sheet as well as relevant application / registration forms.

In addition to the website, the use of social media platforms also represents a viable option. LinkedIn accounts are the most commonly used social media channel in investment promotion. A LinkedIn account could be used to post regular updates on activities and developments, e.g. announced investment or expansion projects, events and trade fair visits, new service offers etc. However, a considerable amount of time and a high level of dedication would be needed. Regular posts are necessary to keep an active and relevant profile. A social media schedule is advisable to plan, organise and monitor the topics and key messages.

Another promising approach relates to lead generation. It refers to the process of identifying potential investors and contacting them directly in order to create awareness of the park and generate interest. A so-called "lead" is a potential investor that has expressed genuine interest in the location and is to be further contacted and engaged by the park management with the goal of turning the initial interest into an actual investment. Lead generation has proven effective to develop relationships to potential investors. While more cost-effective than other promotional measures, it requires dedicated resources. It is time-intensive to identify, contact and build relationship with key investors. Figure 2 below provides an overview of the key steps of the lead generation process.

Figure 2: lead generation process

Source: own display

It is recommended to carry out lead generation campaigns in the context of trade fairs and events that are of high relevance for the prioritised target groups. In this case, the lead generation campaign serves to identify (e.g. from the trade fair directory) and contact potential investors in advance in order to set up meetings at the trade fair to establish a first personal contact. Meetings at trade fairs are a promising opportunity to quickly assess whether a company has genuine interest in an investment. Attending trade fairs is also an effective way to gain industry intelligence.

Furthermore, successful park managements at the international level develop strategic partnerships with intermediaries that have established contact networks in the prioritised target groups. Whenever possible, promotional activities should be implemented in close collaboration with strategic partners to utilise synergies and maximise the impact. Intermediaries are an often underestimated source of contacts.

There is a wide spectrum of intermediaries to partner up with, including:

- Agencies at the national level (e.g. KIESA)
- Municipalities
- Embassies
- International organisations and networks
- Industrial and Technological Parks in other countries
- Chambers and industry associations
- Universities and research organisations.

Joint activities could include Identifying and approaching potential investors (e.g. suppliers, members), events and publishing articles in newsletters or further articles. In particular for events, a cooperation with strategic partners is advisable as they are cost-intensive and only effective if a sufficient number of target companies can be reached. In this context, virtual events open up new opportunities to reach out to investors and to address specific target groups at the regional and international level. Another effective approach to raise awareness is utilising events of intermediaries as a platform for presentations on the industrial or technological park.

Finally, it should be noted that the effective integration and alignment of promotional activities plays a critical role for the success. The different tools and approaches discussed should not be viewed as stand-alone measures, as a smart mix and sequencing can create powerful synergies. In this context, promotion should be viewed as a long-term activity. It takes time and relies upon trust and customer relationships which require continuity and a systematic approach.

2.6 Park-specific monitoring and reporting

Monitoring systems are of critical importance to ensure that park management organisations attain their objectives – in the most efficient way. They help increase transparency and accountability in the use of public resources and facilitate evidence-based decisions on changes and refinements of tasks, services and activities. An effective monitoring is also a precondition for the implementation of a strategic approach.

Against this backdrop, monitoring efforts have been intensified in several countries in the recent past. The objective of reducing the risk of misuse and unintended effects also played a role here. Built-in mechanisms for reviews aim at ensuring that the companies fully realise the investment projects, which formed the basis for allocating the land plots to them. In case of non-compliance with contractual obligations, the land is offered to other companies.

At the same time, the range of KPIs was also broadened placing more emphasis on the quality and impact of attracted investment projects. While in the past the main focus was on economic, employment, infrastructure and financial indicators, the social and environmental performance is now increasingly being reflected. Some parks and countries are already making key results from the monitoring available to the public (see example on the next page).

Online Monitoring-Tool for Free Economic Zones in South Korea:

The Ministry of Trade, Industry and Energy provides a wide range of data on the performance of Free Economic Zones to the public. Amongst other things, the following key performance indicators are covered:

» Number of resident companies
» Sales and exports of the resident companies
» Employment and investment volume
» Share of companies in strategic industries.

For each indicator, values are available at the zone and national level as well as for all residents and foreign investors.

Source: https://www.fez.go.kr/fezstat/eng/index.html

According to the Administrative Instruction No. 04/2024 on Defining the Form and Content of the Register of Industrial and Technological Parks and Business Incubators, the following data and information on the parks and their performance needs to be collected:

(1) Name and type of the industrial and technological park
(2) Number of the plot(s)
(3) Surface area of the industrial and technological park
(4) Establishment decision approved by the Government
(5) Current state of construction of the industrial and technological park
(6) Duration of the use of the park, which can be from forty (40) to ninety-nine (99) years
(7) Data on the administration and management of the park according to Articles 10 and 11 of the Law on Industrial and Technological Parks
(8) Activities carried out in the park
(9) Services offered to businesses in the industrial and technological park
(10) Facilities offered to businesses located in the industrial and technological park
(11) Energy resources and consumption in the industrial and technological park
(12) Number of foreign enterprises located in the industrial and technological park
(13) Value of investments from foreign businesses
(14) Number of businesses by activity, the number of educational and research institutions
(15) Total number of employees in the businesses located in the industrial and technological park
(16) Number of employees by businesses/business activity
(17) Number of free slots in the industrial or technological park if any, expressed as the number of plots and m^2 per plot
(18) Annual turnover of businesses

(19) Annual export of businesses
(20) Annual import of businesses
(21) Investments in research and development or innovations by businesses
(22) Address of the industrial and technological park
(23) Contact information of the industrial and technological park: web/email, telephone number.

The Administrative Instruction No. 07/2024 on Setting the Administration and Management Method of Industrial and Technological Parks stipulates that, in addition to this data and information, the park management is obliged to submit annual activity reports, which, among other things, include a financial statement.

The park management should assess if further park-specific indicators should be added for internal monitoring purposes. In addition to the strategic orientation, the tasks and services of the park management should also be taken into account in this decision. For instance, if the park management organises training programmes it might be worthwhile to measure the number of participants and relevant structural characteristics.

It has proven effective to measure KPIs not only at the aggregate level. Comparing the performance between different target groups, e.g. industries, local and foreign investors, helps to fine-tune the focus of the park management activities. Furthermore, reports should not only show a static picture. It should become clear what developments have contributed to changes in monitoring results (e.g. a growth of existing residents or new investors). The park management can also integrate customer surveys into their monitoring efforts to learn more about the needs of the residents with respect to services and events.

However, it is worth mentioning that monitoring systems should not only measure the efficiency of processes and activities. They should be efficient themselves. It is important to use a focused set of indicators (e.g. number of new jobs created, volume of new investment attracted, number of cooperation projects facilitated, occupancy rate, employment density, number of residents with delays in the implementation of investment projects) and monitoring tools that takes into account the resources and capacities of the park management. The key to success lies often in the first word of key performance indicators.

3. Organisational models

International experience shows that an efficient organisational model constitutes a major success factor for the management of Industrial and Technological Parks. The legal status, structure, capacities and the way main processes are designed affect how well a park management is able to carry out the tasks that have been introduced in chapter 2.

Depending on the country-specific regulatory framework and local context, different legal and organisational forms are used for the management of Industrial and Technological Parks. For instance, in Germany, the management of larger parks is typically organised in the form of a private limited company, which allows to integrate different shareholders such as municipalities, universities, associations and specialised companies. For the management of smaller parks, dedicated project teams or units are often established by municipalities. To reduce the burden on public budgets, lean organisational models play an increasing role. In this context, a common practice relates to entrusting park management organisations with the responsibility for more than one park (see the example below).

Organisational model of the WISTA Management GmbH (Germany):

The state-owned company WISTA Management GmbH was set up to develop and manage the "Technologiepark Adlershof" in Berlin. Today, the 460 ha park is one of the leading European innovation hubs with more than 1,300 companies focusing on microsystems and new materials, optics and photonics, ICT and biotechnology.

Due to its extensive experience and resources (revenues from rents, ground leases and sale of land plots), WISTA management has been tasked with the development and operation of four further innovation centres and industrial parks in Berlin. In addition, it is involved in in several collaborative initiatives at the regional and international level. The governance structures were recently reformed with the aim of integrating all relevant stakeholders. The following boards have been established:

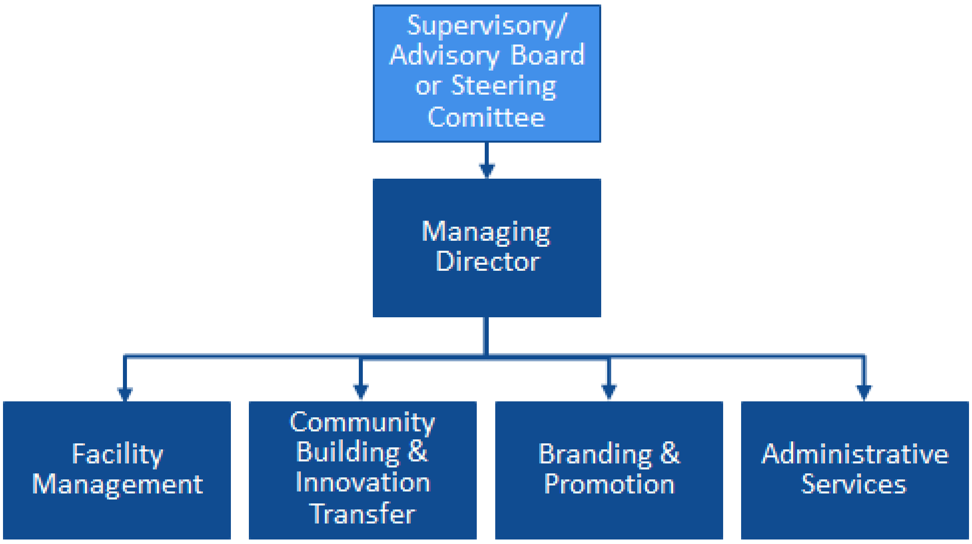
- Supervisory board: mainly representatives of the government of the Federal State
- Advisory board: representatives of the local level incl. residents, academia and local government
- Young professionals board: young founders of start-ups, scientists and talents

Source: WISTA Management GmbH

At the same time, it is of crucial importance that key partners and their expertise are integrated to fully unlock the potential of a park for regional development. To ensure a high level of cooperation and coordination, many parks at the international level have a steering committee, supervisory or advisory board with representatives from local, regional or national government, educational / research institutions, chambers and associations, residents and further private companies.

The figure below shows an exemplary organisational structure of the park management for a larger technological park:

Figure 3: exemplary organisational structure of a park management



Source: own display

The design of the organisational model for the management of an industrial or technological park in Kosovo will strongly depend on the size of the park and the stakeholders involved. According to the Law No. 08/L-208 on Industrial and Technological Parks and the Administrative Instruction No. 07/2024 on Setting the Administration and Management Method of Industrial and Technological Parks, the management can be taken over by a:

- Public authority
- Business organisation
- Non-governmental organisation
- Public-private partnership.

Setting up a separate legal entity with dedicated staff might not always be necessary. Such a model is more suitable for larger parks and where various stakeholders are involved (e.g. in a public-private partnership). For smaller parks, a dedicated project team or unit might be sufficient.

Regardless of the size and the stakeholders involved, the organisational model should be aligned with the strategic focus and the scope of tasks and services of the park management. Furthermore, it is of critical importance that the park management can rely on the necessary human resources to perform the envisaged tasks. This relates in particular to the combination of technical skills for the facility management and the communication and organisational skills for the community building services and promotional measures. Those aspects should be addressed in detail in an organisation and human resource concept (incl. CVs of the proposed team) forming part of the management plan to be submitted in the application process. In general, it can be assumed that between 1 and 3 full-time equivalents will be needed for a park management in Kosovo depending on the size of the parks and the envisaged service portfolio. To generate synergies, it is envisaged that one park management will be responsible for several parks – e.g. within a region.

4. Financing models

International experience shows that the financing model of a park management should be based on different sources and should be adjusted in the course of the development process. Funding sources of park management organisations typically encompass:

» Base public funding (e.g. from municipalities or the national level)
» Rental income (incl. renting out meeting / conference rooms, canteens and cafés)
» Annual management fees calculated on the basis of m² used, turnover, profit or company size
» One-time registration fees
» Paid services (e.g. transportation, training, recruitment, reception, event and delegation services)
» Funding from international projects and programmes.

While financing models of park management organisations vary across countries, the primary revenue stream to finance the park management typically relates to rental income and the sale of land plots. However, depending on the size of the land and the applicable rents, this revenue alone is often not sufficient to finance the operational and capital expenditure. Against this background, park management organisations have intensified their efforts to tap additional revenue sources such as administrative fees and paid services.

In the case of Kosovo, the base funding of the park management will be generated from rental income. The Administrative Instruction No. 07/2024 on Setting the Administration and Management Method of Industrial and Technological Parks stipulates that the administrator defines the rent for using the industrial and technological park per surface unit, in an amount that:

» covers the cost of the proper functioning and maintenance of the park
» ensures reasonable income for the management of the park
» does not threaten the scale of the park usage.

In order to avoid a rent level that overburdens the residents and in particular local SMEs, the park management should aim at generating additional revenues. Next to national and international funding programmes, a number of services introduced in the second chapter offer a promising potential in this respect.

For instance, the park management can organise transportation services for employees on behalf of the residents, which can be sub-contracted to a specialised transportation company. By pooling demand, the park management is offered lower prices by the sub-contractor and can add a mark-up. In a similar way, the park management can generate additional revenues from training and recruitment services (see example on the next page).

Training programmes in the Wrocław Technology Park (Poland):

The park management of the Wrocław Technology Park organises a range of training programmes. While contributing to skills development, the training programmes also constitute an important component of the financing model (fees for programmes amounting to approximately EUR 250 – 800 per person depending on the content and duration). The formats include:

- General management courses focusing on topics such as lean management
- Technical courses in the area of chemistry, biotechnology, molecular biology, and pharmacy covering topics such as laboratory equipment operation, laboratory analysis and research methods.

The trainings are carried out in collaboration with residents and specialised service providers.

Source: Exeter Science Park

If the park has an administration building, the park management could also rent out a canteen to a catering company or meeting rooms to residents and further customers. Meeting rooms for rent are usually well received by companies (see example on the next page).

Next to the planned operational expenditure, applicants for the management of Industrial and Technological Parks should also detail their expected revenue streams. The management plan should include a financing concept. The organisational and financing concept need to be closely aligned to ensure that the core tasks are adequately funded and activities that are taken on to generate or raise additional funding fit with the park management's structure and status.

Annex – Guidance for preparing a park management plan

According to the Administrative Instruction No. 07/2024 (Article 7), management from commercial organisations or non-governmental organisations shall be done according to the following criteria:

(1) The organisation is registered in the Republic of Kosovo
(2) Provide a park management plan
(3) Their activity should be in the field of management, advising as well as other activities necessary for management, with at least 3 years of work experience
(4) The organisation should have sufficient staff and assets to manage a park for a duration of at least 5 years, with a possibility of extension for another 5 years
(5) The organisation should have experts of the fields with at least 3 years of work experience in economy, management, construction and other fields according to the park specifics
(6) Annual calendar turnover for the last 3 years
(7) TAK certificate of no outstanding tax debts, or an agreement with TAK for debt repayment
(8) Proof that the company is not in bankruptcy or under enforced judicial administration issued by the competent Court
(9) In addition to the general criteria defined in this paragraph, the Administrator may define additional criteria required by the public call.

The following overview, which is structured according to the chapters of this guideline, is intended to help applicants to put together a complete and meaningful management plan. It provides guidance on what information should be included and what aspects should be given special consideration.

I. Core tasks

Applicants should specify the envisaged services and activities in the management plan. The table below shows what mandatory tasks should and what optional tasks could be performed – each illustrated by exemplary services and activities.

Table 2: mandatory and optional tasks of the park management

Tasks	Examples	General park	Special. park	Park for innovation
Facility management and administrative services				
Day-to-day operation	Ensuring efficient service delivery and operation of general and target group specific infrastructure/facilities	M	M	M
Coordinating the maintenance of the on-site infrastructure	Roads/pavement, buildings/facilities, utility/communication/security system, green spaces incl. upgrades (e.g. measures to reduce carbon emissions of the park and improve the energy efficiency and climate resilience)	M	M	M
Ensuring effective utility connections	Electricity, telecommunication/ internet, water, sewage connections and network management	M	M	M
Initiating/advocating for infrastructure development projects	Improvements of the road network or public transport in line with the needs of the residents	M	M	M

Providing initial information on relevant registration and permitting processes	Building, work and residence permits	M	M	M
Supervisory tasks and administrator support	Collecting rents, overseeing residents' compliance with contractual obligations and relevant laws and regulations ensuring park security	M	M	M
Complementary value added services	Employee transportation, reception services, renting out meeting rooms	O	O	O
Community building, entrepreneurship and innovation support services				
Networking events and platforms for residents	Thematic workshops, meet & match sessions, platforms for sharing machinery or facilitating access to labs	O	O	O
Entrepreneurship support and innovation transfer programmes	Mentoring, investor exposure, access to funding, Intellectual Property (IP) support, testing and validation, business development services	O	O	O
Ecosystem development				
Promoting linkages (e.g. supplier database)	Online supplier directories, matchmaking events, tailored facilitation services	O	M	M
Involvement in clusters and similar initiatives	Hosting or cooperating with the management of clusters or regional network initiatives	O	O	O
Training, talent attraction and retention services				
Training and upskilling programmes	Short-term technical courses or upskilling programmes focusing on digital, green or circular economy skills	O	O	O
Recruitment services	Organisation of virtual or physical job fairs, individual recruitment services	O	O	O
Welcome and social services	Assistance in finding apartments, schools, child-/healthcare services etc.	O	O	O
Promotion				
On- and off-line marketing tools	Developing and updating a website and exposé/brochure	M	M	M
Social media campaigns	Developing a social media schedule, creating targeted content	O	O	O
Lead generation	Identifying and contacting target companies, systematic follow-up	O	O	O
Organising / participating in events to promote the park	Organising (online) investment seminars and fora, attending target group oriented trade fairs, hosting delegation visits	M	M	M
Strategic partnerships with intermediaries	Presentations at events of intermediaries (e.g. chambers, associations), organising joint events, contacting potential investors (members), publishing articles in newsletters or further channels	O	M	M
Park-specific monitoring and reporting				
Collecting park-specific monitoring data	Collecting data for the Register of Industrial and Technological Parks and complementary monitoring data (e.g. occupancy rate, employment density), carrying out customer surveys	M	M	M
Preparing activity reports	Detailing activities of park management and results achieved (e.g. participation in training programme), providing complementary information in line with requirements of the Administrative Instruction No. 07/2024	M	M	M

Note: M = mandatory tasks, O = optional tasks
Source: own research

> **!** Reflecting the needs of the residents and target groups is an important success factor when planning the services and activities of a park management. Furthermore, applicants should bear in mind that many services and activities require close coordination with the administrator and other partners (e.g. utility and training providers, chambers, universities etc.).

II. Organisational model

The management plan should also define the key features of the organisational set-up and introduce the dedicated team for the park management. The following table provides guidance on how to structure and draft the organisational and human resource concept.

Table 3: checklist for drafting the organisational and human resource concept

Topic	Guiding questions
Applicant profile and legal / organisational form of the park management	• Which institution/company is applying for the park management *(please specify the division of roles and tasks if more than one institution/company is applying)*? • What relevant expertise, project experience and contact networks can the applicant(s) draw on? • How will the park management be organised? Will the park management be established as a separate legal entity *(if yes, please specify the legal status / shareholders)*?
Organisational structure	• What organisational structure is planned for the park management? • What positions are envisaged *(e.g. park manager, marketing officer, facility manager, finance and administration officer)*? • How will the tasks be divided up between the different positions (*please specify the tasks for each position, e.g. for a marketing officer: target group specific market research, maintaining the park's website and social media presence, developing and updating further marketing tools, organising events and participations in trade fairs, managing lead generation campaigns, enquiry handling, partner relationship management*)?
Coordination with the administrator and key partners	• With which institutions/companies will the park management closely cooperate at the regional and national level *(e.g. chambers, associations, academia)*? • How will efficient coordination with the administrator and key partners be ensured? • Is a steering committee or supervisory/advisory board planned *(if yes, please specify the composition)*?
Human resources concept	• Which dedicated staff members are envisaged for the different positions? • What skills and project experience related to the positions and management of parks in general can they contribute *(please attach CVs)*? • Will they work on a full-time basis for the park management *(if not, please indicate the number of days allocated)*?

Source: own research

A convincing management plan closely aligns the organisational model with the defined core tasks and strategic focus. A lean model is recommended to reduce the burden on public budgets and the residents. As already mentioned, 1 to 3 full-time equivalents can be assumed for a park management. It is intended that a park management can be responsible for more than one park.

III. Financing model

Applicants should detail the estimated operational expenditure and revenues for the period specified in the Terms of Reference. The tables below provide an exemplary breakdown of items that can be included:

Table 4: exemplary breakdown of the estimated operational expenditure

Item	Year 1	Year 2	Year 3
Personnel expenditure *(please specify for the different positions, e.g. park manager, facility manager, marketing officer)*			
Maintenance *(please specify according to the information provided in the Terms of Reference)*			
Marketing and travel *(please specify, e.g. website, exposé, events)*			
Other expenditure *(please specify if applicable)*			

Source: own research

Table 5: exemplary breakdown of the estimated revenues

Item	Year 1	Year 2	Year 3
Management fee			
Additional rental income *(please specify if applicable, e.g. renting out a canteen or meeting rooms)*			
Paid services *(please specify if applicable, e.g. transportation, reception, training and recruitment services, events)*			
Further revenues *(please specify if applicable, e.g. insurance)*			

Source: own research

As the management fee will be mainly financed by the administrator through rental income, applicants should try to tap additional sources of revenue to avoid unreasonable rent increases. At the same time, the other revenue items should be calculated realistically, as the services should offer added value to the residents and contribute to the development objectives of the park.