



Laura Molinari

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WORK EXPERIENCE

02/09/2019 – CURRENT Brussels, Belgium

PH.D. CANDIDATE - RESEARCH FELLOW INFRASTRUCTURE ASSET MANAGEMENT AND TEACHING ASSISTANT VRIJE UNIVERSITEIT BRUSSEL - UNIVERSITÉ LIBRE DE BRUXELLES

Ph.D. Candidate for joint Ph.D. Vrije Universiteit Brussel - Solvay Business School and Université Libre de Bruxelles - Solvay Brussels School of Economics and Management for the Chair in Infrastructure Asset Management

Promoters: Professor Dr. Elvira Haezendonck (VUB) and Professor Dr. Vincent Mabillard (ULB)

Supporting companies: ORI, Antea Belgium, Arcadis Belgium, Sweco Belgium and Tractebel

Title: Essays on Infrastructure Asset Management

Main topic: Strategic management of infrastructure

Key words: strategy, project management, cost management, project selection, investment, stakeholder management

Planned date of public defense: September 15 2023

Consulting projects under the supervision of Professor dr. Elvira Haezendonck, Professor dr. Michael Dooms and Professor dr. Alain Verbeke:

- Conceptual development of a Socio-Economic Monitoring Tool for De Vlaamse Waterweg
- Regional-Economic Impact Study for Uplace
- Socio-Economic Impact of Enterprises in the Brussels' Port Cluster for the Port of Brussels and Logisticity.Brussels
- Implementation of the Socio-Economic Monitoring Tool for De Vlaamse Waterweg
- Analysis of causes of cost overruns of Belgian infrastructure projects and their impact on different stakeholders for L' Association des Entrepreneurs Belges de Grands Travaux - Vereniging van Belgische Aannemers van Grote Bouwwerken (ADEB-VBA)
- Development of an ex-ante evaluation tool for PPP projects
- Strategic plan for VUB fellowship program

Expert assignment:

- Member of an expert committee for the Mobility and Public Works Department of the Flemish Government (2021)

Teaching courses:

- Microeconomics of Competitiveness (Part of the Microeconomics of Competitiveness Affiliate Network by the Institute of Strategy and Competitiveness at Harvard Business School - Professor dr. Michael Porter)
- Project Management

Supervising student projects and master's dissertations:

- Trade missions in emerging countries, during which 25 master students execute an assignment for a participating Belgian company for 3 weeks (Morocco, 2020, Poland, 2021, Greece, 2022 and Russia (redirected to other countries), 2022)
- Supervised > 30 master's dissertations

University responsibilities:

- Faculty Board member since 2020

08/2018 – 09/2018 Vilvoorde, Belgium

INNOVATION CONSULTANT - INTERN TOMORROWLAB

- TomorrowLab is an outcome-driven consultancy agency in strategy, innovation and operations.
- Part of the innovation consultancy team, laying out possible future scenarios for organizations.
- Main project: drawing up potential Physical Internet scenarios focusing on inland navigation for a government organization.

08/2017 – 09/2017 Madrid, Spain

PERFORMANCE AND PROJECT CONTROLLER - INTERN SIEMENS

- Part of the financial team
- Aggregating the planning, target setting and finding measures to improve the business.

● EDUCATION AND TRAINING

09/2017 – 06/2019 Brussels, Belgium

MASTER OF SCIENCE IN BUSINESS ENGINEERING Vrije Universiteit Brussel - Solvay Business School

- Magna Cum Laude
- Master paper: Autonomous Vehicle Charging Station Location Analysis
- Master dissertation: Trade Mission in Bogotá (Colombia) - Executing market research for Pollet Water Group and looking for potential distributors.

Address Brussels, Belgium

09/2014 – 06/2017 Brussels, Belgium

BACHELOR OF SCIENCE IN BUSINESS ENGINEERING Vrije Universiteit Brussel - Solvay Business School

- Cum Laude

Address Brussels, Belgium

25/10/2022

EFFECTIEF BOUWKOSTENMANAGEMENT - EFFECTIVE CONSTRUCTION COST MANAGEMENT SP RYG Real Estate Academy

Website <https://spryg.com>

25/04/2022 – 29/04/2022

INLAND NAVIGATION SCHOOL University of Antwerp

One week training on the challenges of inland navigation.

Website <https://www.uantwerpen.be/en/projects/transportnet/courses/inland-navigation-school/>

05/11/2020 – 24/06/2021

SEMINAR IN QUALITATIVE RESEARCH METHODS IN MANAGEMENT Université Libre de Bruxelles

● LANGUAGE SKILLS

Mother tongue(s): **DUTCH**

Other language(s):

	UNDERSTANDING		SPEAKING		WRITING
	Listening	Reading	Spoken production	Spoken interaction	
ENGLISH	C1	C1	C1	C1	C1

	UNDERSTANDING		SPEAKING		WRITING
	Listening	Reading	Spoken production	Spoken interaction	
FRENCH	C1	C1	B2	B2	B2
ITALIAN	A2	A2	A2	A2	A1

Levels: A1 and A2: Basic user; B1 and B2: Independent user; C1 and C2: Proficient user

● ADDITIONAL INFORMATION

PUBLICATIONS

[Cost overruns of Belgian transport infrastructure projects: Analyzing variations over three land transport modes and two project phases](#)

– 2023

Molinari, L., Haezendonck, E., & Mabillard, V. (2023). Cost overruns of Belgian transport infrastructure projects: Analyzing variations over three land transport modes and two project phases. *Transport Policy*. Advance online publication. <https://doi.org/10.1016/j.tranpol.2023.02.017>

[A Strategic Asset Management Framework for Improving Transport Infrastructure: Analysis for Belgian Land Transport Modes](#)

– 2022

Molinari, L., Haezendonck, E., Hensmans, M. (2022). A Strategic Asset Management Framework for Improving Transport Infrastructure: Analysis for Belgian Land Transport Modes. In: Pinto, J.O.P., Kimpara, M.L.M., Reis, R.R., Seecharan, T., Upadhyaya, B.R., Amadi-Echendu, J. (eds) 15th WCEAM Proceedings. WCEAM 2021. Lecture Notes in Mechanical Engineering. Springer, Cham. https://doi.org/10.1007/978-3-030-96794-9_4

SOCIAL AND POLITICAL ACTIVITIES

06/2017 – 08/2019 Brussels

President - Initiatiefgroep Solvay (INISOL) Inisol is a student organization at the Solvay Business School of the Vrije Universiteit Brussel (VUB). The main purpose of this association is to enhance the skill set of business students and to ease the transition of being a student towards the professional life.

Activities:

- Campus recruitment events, workshops and lectures
- Annual trade mission (Colombia in 2019 with 25 companies)
- Business game for last year high school students

Link www.inisol.com

06/2016 – 06/2017 Brussels

Responsible for the annual Gala evening - Solvay Kring Solvay Kring is the student association for the students business engineering from the Solvay Business School at the Vrije Universiteit Brussels. I was responsible for the organisation of the annual prestigious gala evening with over 800 attendees. I was also part of the Career & Development team, organizing lectures and workshops.

Link www.solvaykring.be

CONFERENCES AND SEMINARS

05/09/2023 – 08/09/2023 – Long Beach, California, United States of America

International Association of Maritime Economists (IAME) 2023 Conference planned

Organizing Scientific Committee: METRANS Transportation Consortium at the University of Southern California (USC) and California State University Long Beach

Speaker: The Social Economic Monitoring Instrument (SEMI): Making the right project investment decisions at the right moment

13/06/2023 – 16/06/2023 – Trinity College Dublin (University of Dublin)

European Academy of Management (EURAM) Conference 2023 Conference planned

Organizing Scientific Committee: Trinity College Dublin - University of Dublin

Speaker: Relational issues as causes of persisting cost overruns in public infrastructure projects

03/04/2023 – 04/04/2023 – Sydney, Australia

9th International Megaprojects 'Theory Meets Practice' Workshop 2023 Organizing Scientific Committee: John Grill Institute for Project Leadership and School of Project Management (University of Sydney)

Co-speaker: New insights on alleviating bounded reliability challenges in large-scale infrastructure development

20/01/2023 – Brussels, Belgium

ADEB-VBA Members' Lunch (Association of Belgian contractors of large construction works) Speaker: What are the challenges of cost overruns of public infrastructure projects on the Belgian construction industry and on the (general) contractors in particular?

12/12/2022 – 14/12/2022 – Harvard Business School, Boston, United States of America

Microeconomics of Competitiveness Affiliates Workshop 2022 Organizing Committee: Harvard Business School - Institute for Strategy and Competitiveness

25/11/2021 – 27/11/2021 – Rotterdam, The Netherlands

Port Performance Research Network at International Association of Maritime Economists (IAME) Annual Conference 2021 Organizing Scientific Committee: Erasmus UPT - Centre for Urban, Port and Transport Economics - Erasmus University Rotterdam, The Netherlands

Speaker: Cost overruns of Belgian transport infrastructure projects: analyzing variations over three land transport modes and two project phases

28/10/2021 – Brussels, Belgium

4th BUSI research seminar - Faculty of Economic and Social Sciences and Solvay Business School - Vrije Universiteit Brussel Speaker: Cost overruns of Belgian transport infrastructure projects: analyzing variations over three land transport modes and two project phases

16/08/2021 – 18/08/2021 – Online

15th World Congress on Engineering Asset Management (WCEAM) 2021 Organizing Scientific Committee: Federal University of Mato Grosso do Sul (UFMS), Brazil

Speaker: A strategic asset management framework for improving transport infrastructure: analysis for Belgian land transport modes

27/11/2020 – Online

Beyond A Tunnel Vision Conference 2020 Speaker: A strategic asset management framework for improving transport infrastructure

HONOURS AND AWARDS

13/12/2022

Best Student Team Project for Microeconomics of Competitiveness 2022 – Harvard Business School - Institute for Strategy and Competitiveness The Institute for Strategy and Competitiveness from the Harvard Business School attributed the "*Best Student Team Project*" award during the Microeconomics of Competitiveness (MOC) Affiliates Workshop in Boston on the 13th of December 2022 to the team of the Vrije Universiteit Brussel for their research on the Belgian Offshore Cluster Competitiveness under the guidance of Prof. Dr. Elvira Haezendonck and Dra. Laura Molinari. The report is the output of the MOC course taught at the Vrije Universiteit Brussel.

14/12/2019

Solvay Schools Alumni Award – Solvay Schools Alumni Each year the Solvay Schools Alumni association attributes the Alumni Award at the proclamation ceremony to a student who not only achieved outstanding academic results but also showed dedication to the faculty of Social Sciences and Solvay Business School (VUB) and its students. Out of 40 nominated students, I was honored to win the award for the class of 2019.