



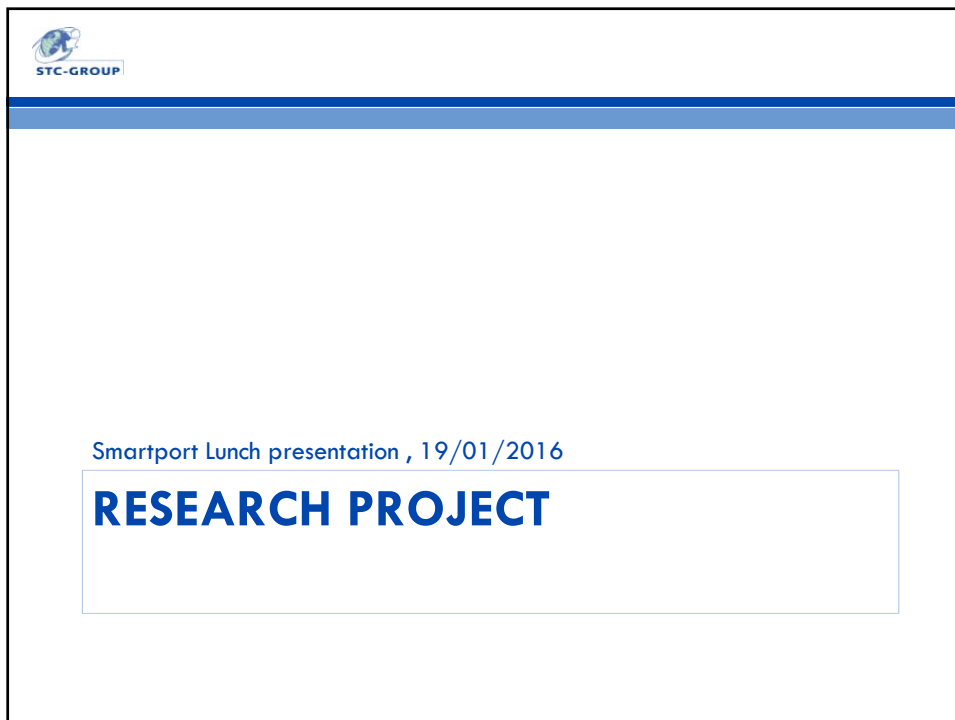
The slide features a blue header with the STC-GROUP logo in the top left corner. Below the header is a photograph of a modern, multi-story building with a grid-like facade. The main title is centered in a blue banner: "Partnerships for port development" in white, and "Building inclusive port clusters" in yellow. To the right of the building image, the subtitle reads: "Multi-level analysis with a focus on learning mechanisms in port public-private partnerships". At the bottom right, the author's name "By Maurice Jansen" is displayed.

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**Partnerships for port development**  
**Building inclusive port clusters**

Multi-level analysis  
with a focus on  
learning mechanisms  
in port public-private partnerships

By Maurice Jansen




This slide contains the STC-GROUP logo in the top left corner. The main content is centered and includes the text "Smartport Lunch presentation , 19/01/2016" followed by the words "RESEARCH PROJECT" in a large, bold, blue font, which is enclosed in a thin blue rectangular border.


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Smartport Lunch presentation , 19/01/2016

**RESEARCH PROJECT**



## Introduction



**Maurice Jansen**  
Born, raised, living in Rotterdam  
Study: Erasmus University Rotterdam  
Business Administration  
Strategic Management (MSc.)  
Currently employed by STC-Group  
Job Title: Sr Manager Innovatie, Research & Development


Development of case studies, management games and course ware in the area of port development and strategy, thesis supervision, teaching at MSc Shipping and Transport  
Research coordinator STC-Group, Centre of Excellence Logistics  
Visiting researcher at Erasmus University Rotterdam.




## Agenda


- Port development at large
- Why an alternative approach
- Public and private: connecting macro goals with micro actions
- Partnership evaluation and monitoring model
- Research question and objectives
- Activities on the research agenda


**Your input and expertise is valuable!**

 **Ports development in 21st century**

- The challenges of this century are unparalleled in history. To name a few:
  - World population growth (poverty, migration)
  - Energy transition (from fossil to renewables)
  - Scarcity of resources (globalisation, protectionism?)
  - Disruptive innovations (e.g. UberPop, AirBnB, Amazon Logistics Technology)



 **What is value?**



**Value is perceived differently by stakeholders and is a source for conflict**

## Port paradoxes

More cargo, less congestion

More automation, more jobs

More port, more space for leisure

More data, more to share

More view, more tolerance for noise, odours and pollution

More flexibility, more investing in talent development

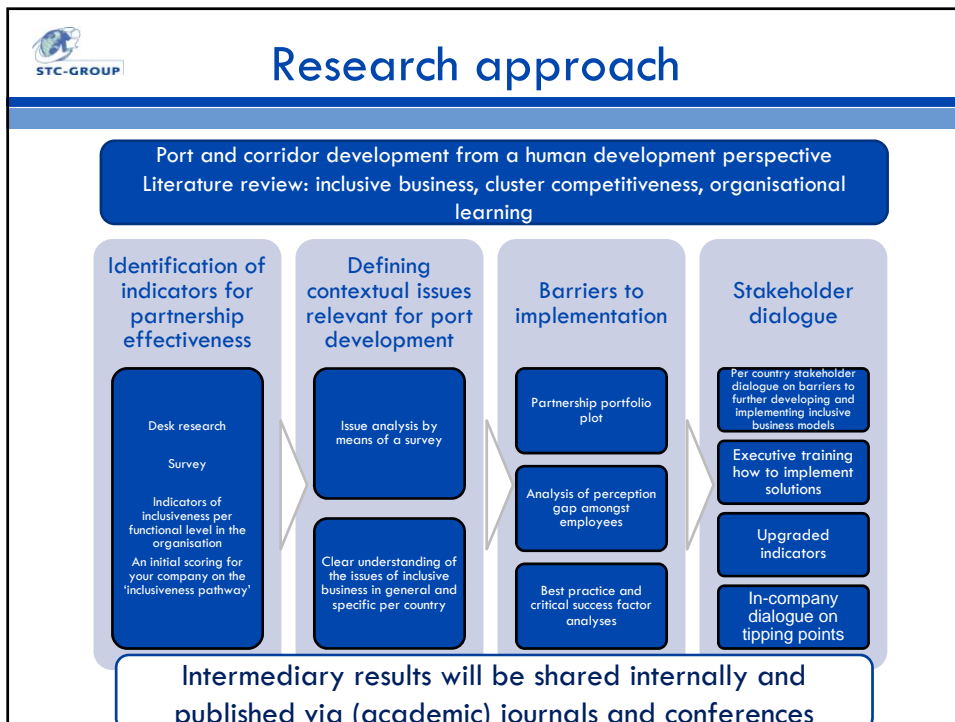
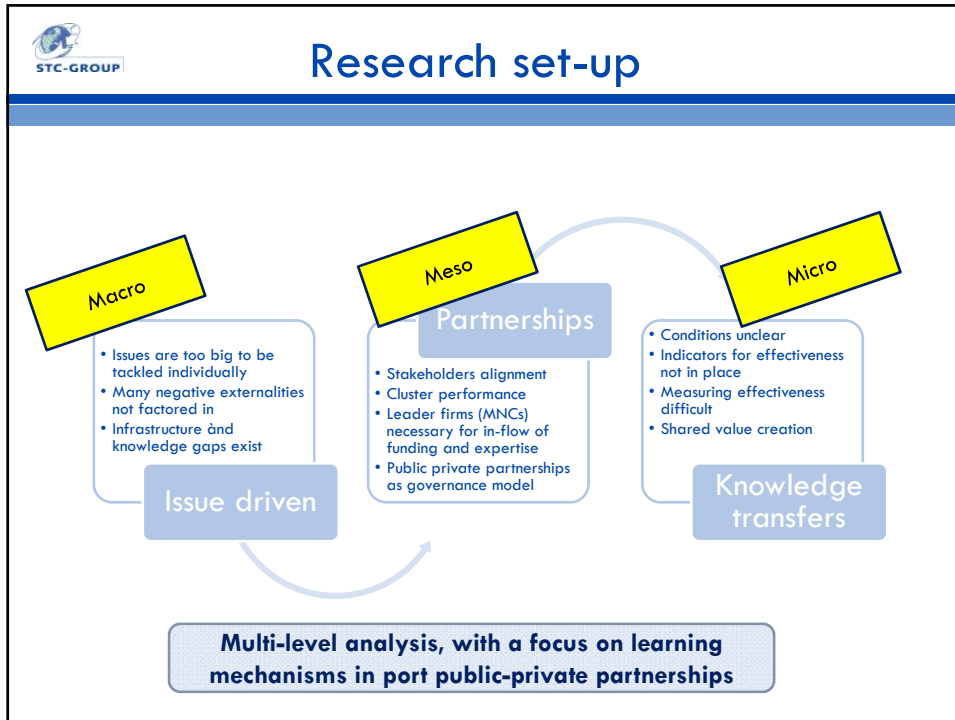
A problem that is a paradox has no real solution, and there is no way to logically integrate the two opposites into an internally consistent understanding of the problem. As opposed to the either-or nature of the dilemma, the paradox can be characterised as a 'both-and' problem – one factor is true and a contradictory factor is simultaneously true' (De Wit and Meyer (2010: 17)

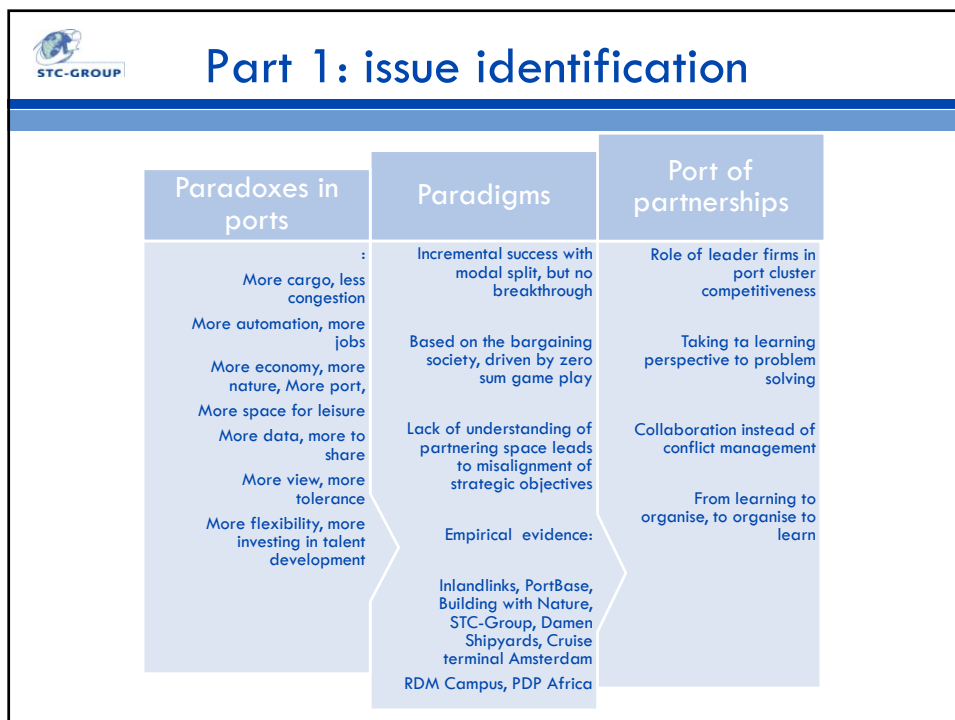
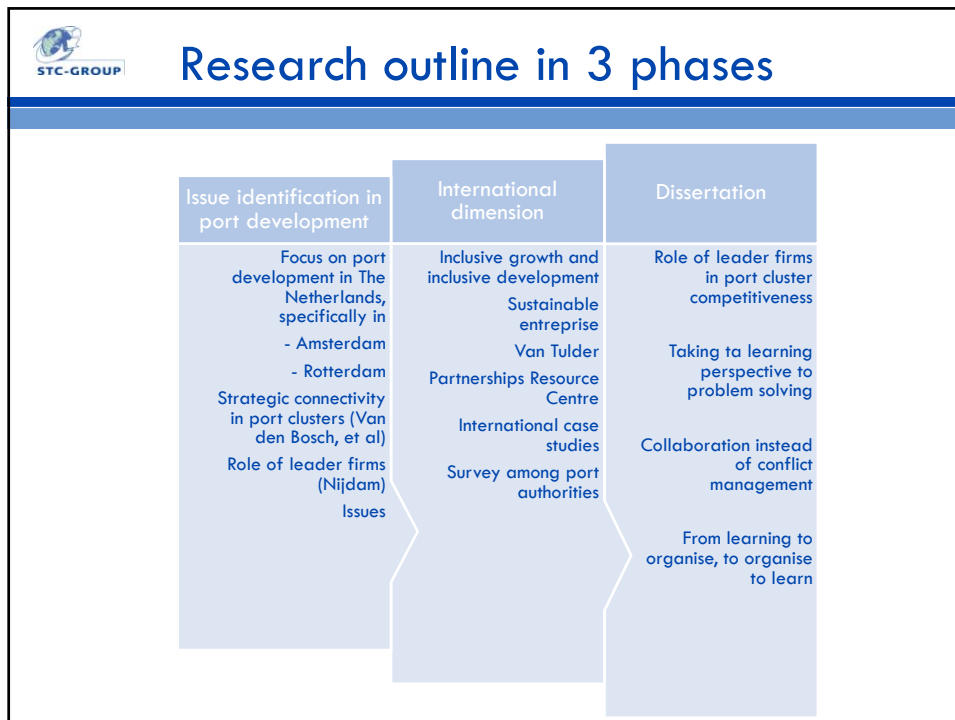
## Research question and objective

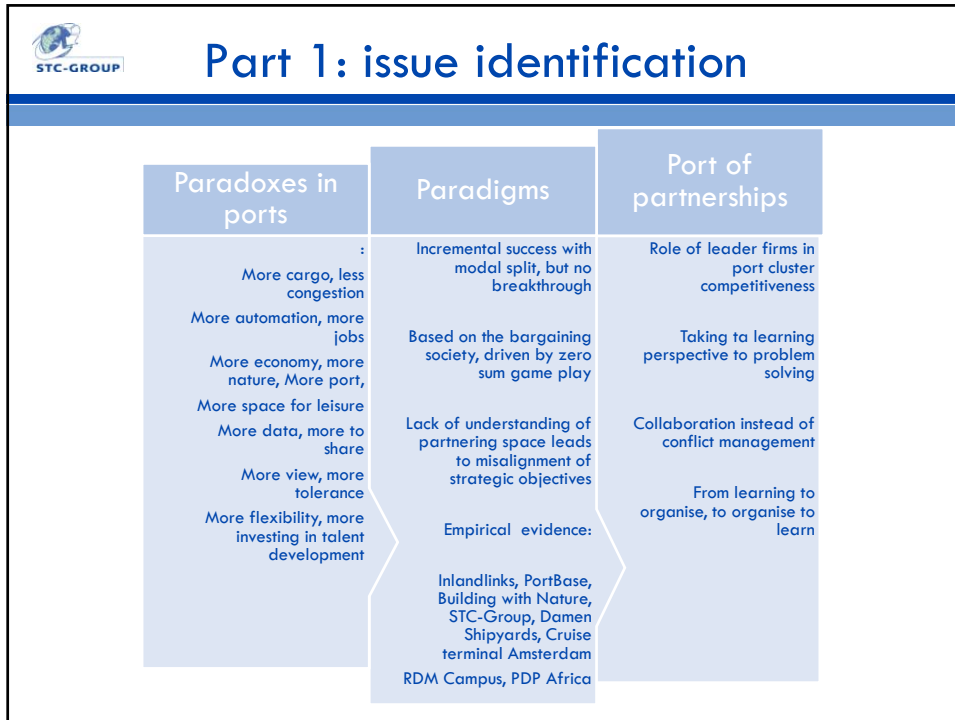
This research investigates 2 major societal challenges:

- 1) making **ports** more **competitive** and
- 2) enhancing the contribution of ports to inclusive development, balancing **sustainable, societal** and **business** goals.

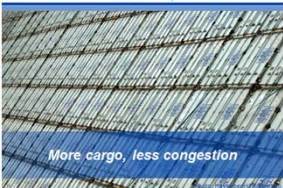
How to form proper **partnerships**, how to make these partnerships more **effective** for filling the investment **gaps** in maritime **infrastructure**?







## Port paradoxes



Paradoxes and ports

More cargo, less congestion



Paradoxes and ports

More automation, more jobs



Paradoxes and ports

More port, more space for leisure



Paradoxes and ports

More data, more to share



Paradoxes and ports

More view, more tolerance for noise, odours and pollution



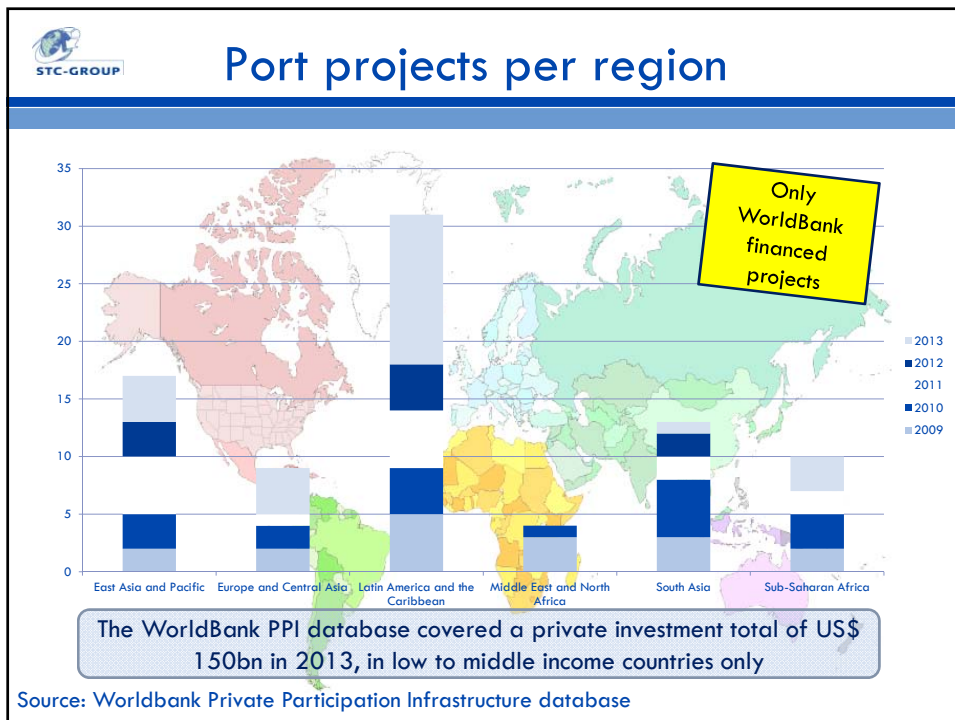
Paradoxes and ports

More flexibility, more investing in talent development

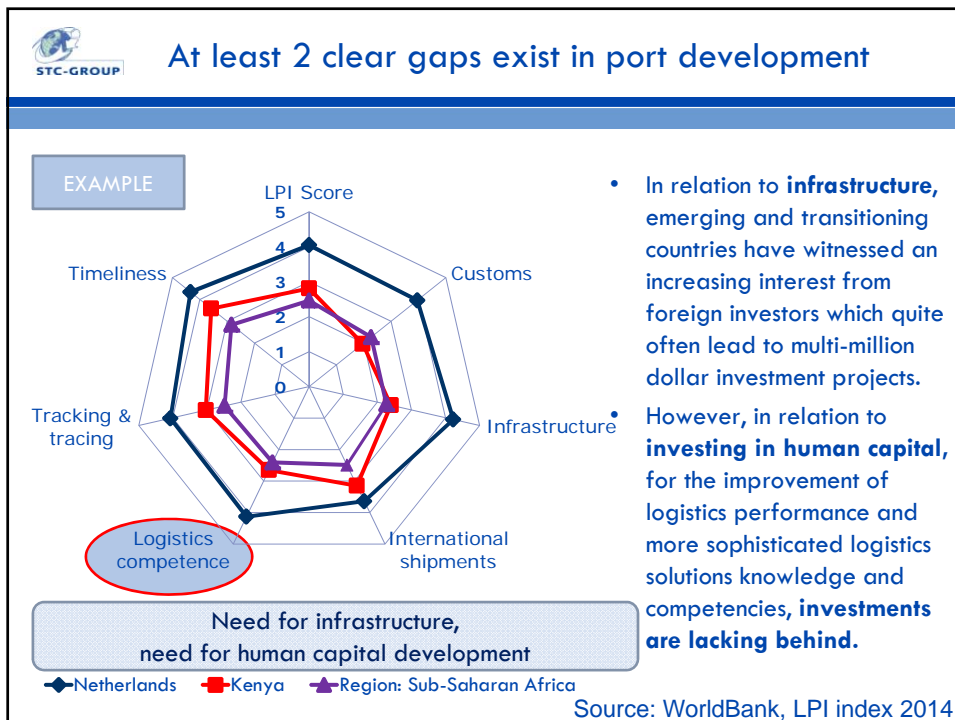
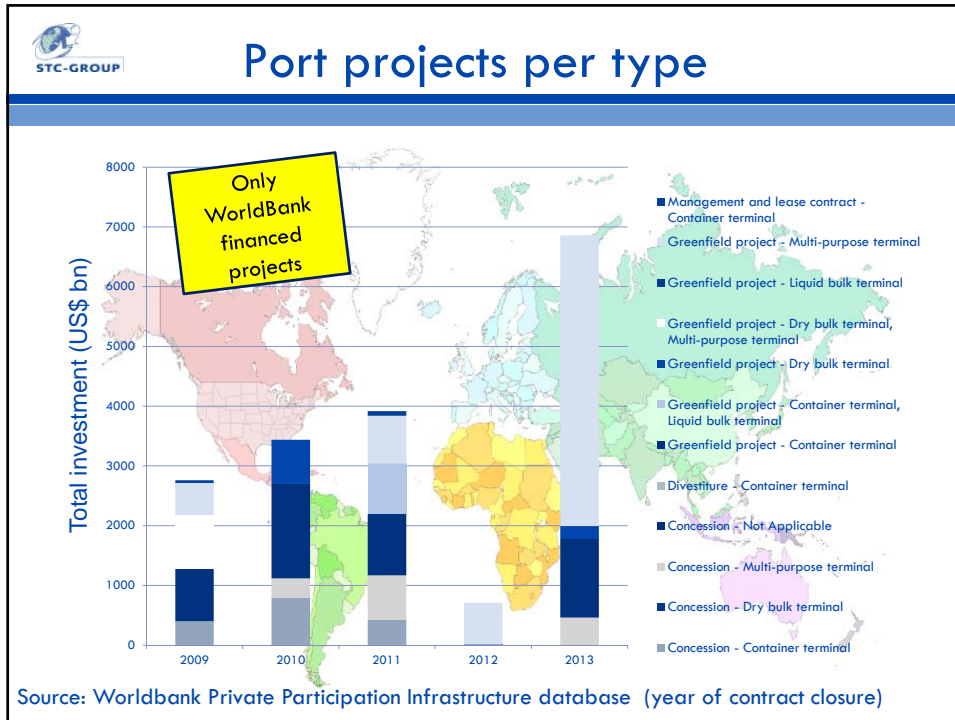
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## AN ALTERNATIVE APPROACH IS NEEDED







**Impact: Develop integrated approach to inclusive port development**

**Conventional approach to infrastructure development:**

- Pro-active approach to build knowledge infrastructure from the start of port project
- Focuses on education and training in public sector
- Focuses on knowledge spillovers in private sector, within firms and in supplier relationships

**Port / maritime development in human resource perspective**

Industry policy

Sector analysis Feasibility Business case PPP Set up Operational PPP Human resource development

Training needs assessment Feasibility Business case Training centre set up Execution

**Human resources development is not factored in the business case of infrastructure development**

**AN ALTERNATIVE APPROACH ?**

 **Why an alternative approach?**

### Sri Lanka to Reassess Port Deal With China

Plus, the "string of pearls," Chinese investment in Indonesia, and the curious story of the Liaoning. Your China links.

By Shannon Tiezzi  
January 24, 2015

 263 Shares  
14 Comments

Time once again for your end-of-the-week China links:

Ever since Maithripala Sirisena ousted incumbent president Mahinda Rajapaksa in Sri Lanka's elections, observers have watched carefully for signs that the new administration will adopt a different approach to China policy. Sirisena had promised to reconsider several high profile deals signed with China during Rajapaksa's time in office, likening the financial deals to European encroachments during the colonial period. *The Diplomat* has covered this issue in some detail, with pieces by [Harsh V. Pant](#), [Nitin A. Gokhale](#), and [Ankit Panda](#).

In particular, the incoming Sri Lankan government previously threatened to scrap a \$1.5 billion deal that would see a Chinese company build a "port city" on reclaimed land in Colombo. Now, [Reuters reports](#), there's an update to that position — Cabinet Spokesman Rajitha Senarathne told reported Sri Lanka was "reassessing the deal." Explaining further, Senarathne said, "We need to see the feasibility study. We need to see the environmental impact assessment (EIA) and reassess the tax concessions given to it and land ownership issues." **Approach not sustainable for local stakeholders** would be given 20 hectares of reclaimed land and would receive another 88 hectares under a 99-year lease. Senarathne did say the government would be open to renegotiating the deal after Sirisena's administration makes its own assessment.

  
Image Credit: Colombo harbor image via Shutterstock

**- 99-year lease**  
**- No feasibility study**  
**- No EIA**  
**- Tax concessions under scrutiny**

 **Why an alternative approach?**



Supply driven, based on forecasts of traffic from other ports in the region, but without proper market and competition analysis

Infrastructure driven projects lead to enormous sunk-costs for governments.  
But where are the private companies?

**Why an alternative approach?**

Part of the Lamu Port South Sudan Ethiopia Transport corridor (LAPSSET) Accommodate oil, gas industry China Communication Construction Company 32 berths - 1000 acres

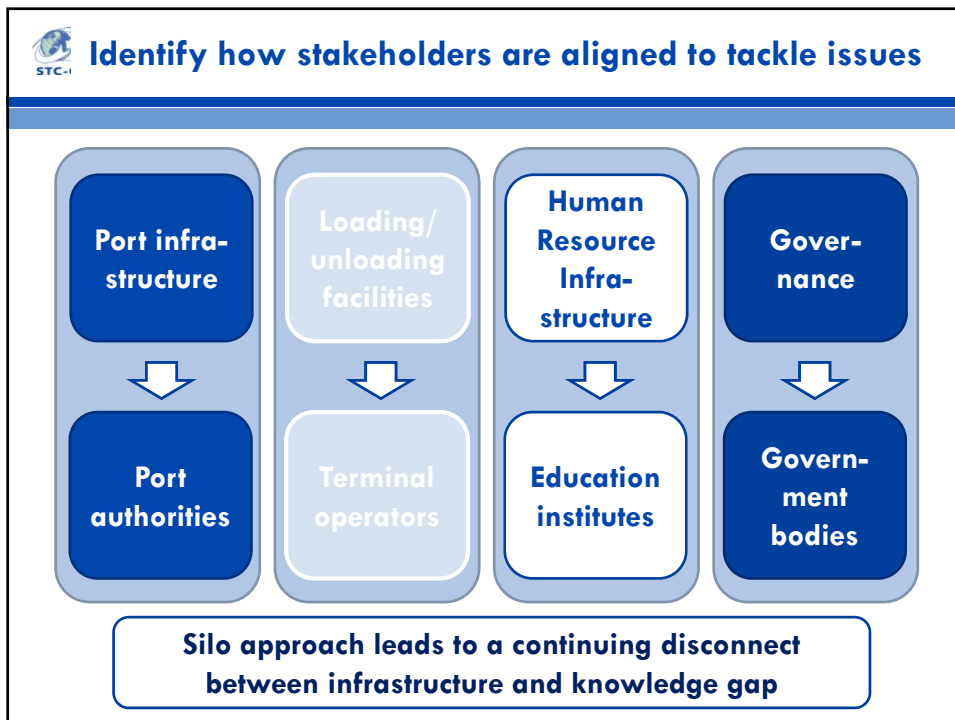
**LAPSSET Corridor Design Layout**


This gargantuan project is estimated to cover 1,000 km, plans for an oil refinery and terminal, international track to Southern Sudan. In Lamu alone, 6,000 families displaced by the project but local people in the region were not consulted concerning the project nor have they been allowed to review the recent environmental impact assessment. Local leaders, environmental groups, hoteliers and other locals dependent upon the region's natural resource base as well as cultural leaders fearing the destruction of Lamu's unique cultural heritage have banded together to oppose the construction of the port which stands to devastate both the culture of Lamu and its natural environment.

The site proposed for the port could not be any more environmentally damaging, posing tremendous negative impact on Kenya's mangroves, corals, and threatened marine fauna. In 1980, 60,000 hectares off the coast of Lamu were designated as a Biosphere Reserve under UNESCO's Man and the Biosphere Project in recognition of its international conservation importance. The intention of this designation was to preserve in perpetuity the outstanding biodiversity, natural resources and ecology of the area through management that incorporates the full participation of local people.

**Society is not involved**

**Biosphere is heavily impacted**






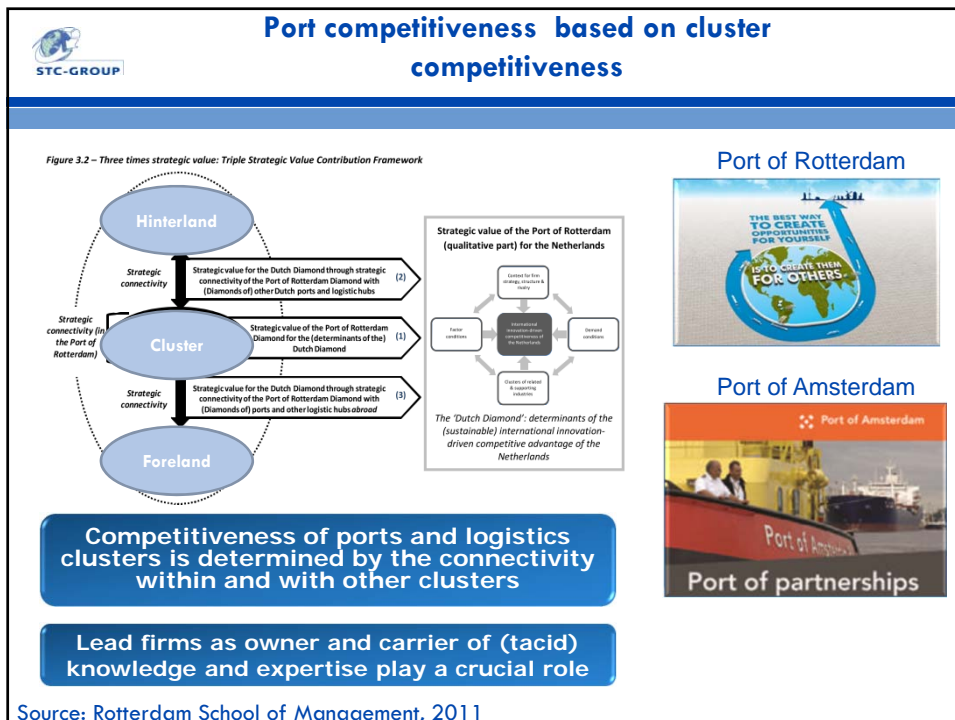
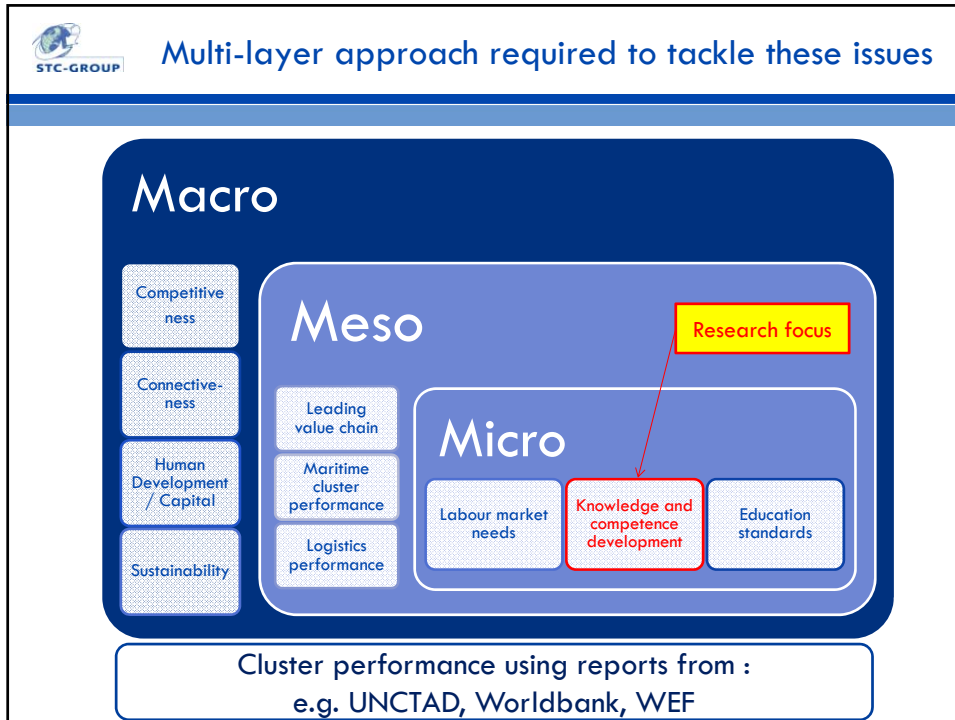
## Literature review

Research required

Theoretical concepts	Key words	Researchers
Port governance	Port management models, PPPP	Van der Lugt, De Langen, Haezendonck, Verhoeven
Strategy alignment	Strategic value, connectiveness, ambidextrous port	Van den Bosch, Hollen, Nijdam, Van der Lugt
Port competitiveness	Cluster competitiveness, leader firms	Nijdam, De Langen, Notteboom
Partnerships	Partnership evaluation framework, PPP, partnership effectiveness	Van Tulder, Da Rosa
Social responsiveness, inclusiveness	CSR, stakeholder management, inclusiveness	Van Tulder, Winkelmans, Notteboom, Verbeke, Haezendonck, Doms
Resource-based view	Value creation, economies of expansion, resources, capabilities, tacit knowledge, capacity building	Penrose, Teece, Wernerfelt, Malone & Yohe
Knowledge transfers	Knowledge management, human capital, capacity building, dynamic capabilities	Argyris, Schön, Teece



## PUBLIC AND PRIVATE: CONNECTING MACRO GOALS WITH MICRO ACTIONS



**Port competitiveness based on connectivity, clusters and partnering ports**

**Foreland strategy:**  
Connecting with ports overseas



- The Dutch experience in building prosperous port is put in practice by the PDP-combination.
- Providing a total package of expertise in advanced technology, the environment, stakeholder and customer concern as well as governmental relations
- The PDP is a unique collaboration between 17 Dutch companies and knowledge institutes with expertise in the following three critical areas: Management, Infrastructure and development, Transport and logistics
- Supported by Dutch government (Embassy of The Netherlands in Ghana)

**Port competitiveness based on connectivity with partner ports in the network (2)**

**Foreland strategy: Connecting with hinterland ports**

- Need to have more information on intermodal services and options
- To have better access to intermodal options
- Inlandlinks maps out the hinterland network and provides information on the package of intermodal services on offer, and facilities.



NAAR TERMINAL	OPERATOR	LOCATIE	MODALITEIT	TBRANGT-TIJD	MA	DI	WO	DO	VR	ZA	ZO
Avalignem Container Terminal	European Gateway Service/Avalignem	Barge	20:00	-	1x	-	1x	-	1x	-	1x
Barge Center Waalhaven B.V.	Danuser Group	Rotterdam	Barge	1x	1x	1x	1x	1x	1x	1x	1x
Birs Terminal AG	Danuser Group	Birsleben	Barge	9:00	-	1x	-	1x	-	1x	-

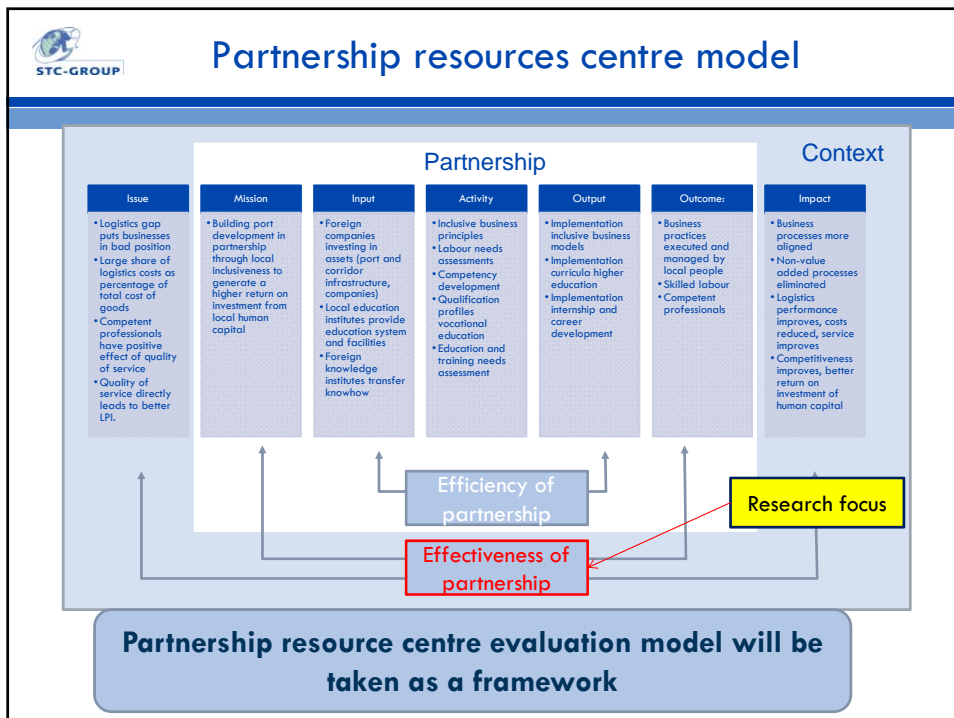
Once platform exists, other companies see the shared value and add content and connections to the network

**Knowledge sharing and trust is key for a cluster**


**Cluster competitiveness**

- **Trust:** It is easier to develop a level of trust among organisations and people with similar backgrounds.
- **Tacit knowledge** exchange supports easier, faster and less expensive sharing of benchmark or market information
- **Collaboration;** concentration of firms with similar needs and concerns gives natural rise to joint activities, such as lobbying, public relations and trade and export promotion
- **Research & Education;** state-of-the-art research, expertise used in education, leading to a steady supply of educated employees
- **Supply base:** Strong supply base with multiple suppliers brings competitive pricing yet cutting edge supplier innovations, crucial for competitiveness

Source: Yossi Sheffi, MIT, 2010





 **Taxonomy for inclusive development**


Role	Landlord	Project developer	Cluster manager	Co-creator
Strategy alignment	Firm	Shareholder	Cluster	Society
Objectives	Maximise Throughput	Dividends	Maximise revenue and profit for companies in the port	Enable regional or national societal and economic development
	Profit	Return on investment		Direct and indirect employment
Resource allocated to	Maximise productivity	Grow the business	Innovate products and services	Develop new business models
Knowledge transfers	Within the firm	With customers / suppliers	Between business community and research and education institutes	Within clusters overseas and within port networks in the foreland and hinterland
Social responsiveness	Inactive	Reactive	Active	Pro-active
Partnership model	No partnership, individual	Contractual agreements	Under cluster management	In cross-sector partnerships

**Model (under construction)**

**Research focus**





 **Ongoing scope and activities**


- **Port and transport development**
  - Issue identification on port and corridor development
- **Literature review** on inclusive business in port clusters
- **Identification of port partnerships**
  - Monitor the development of our (knowledge) partnerships over time
  - Zero-measurement on indicators for inclusive partnership development
- **Region / Country focus: which countries, partnerships?**
  - Netherlands, Rotterdam, Amsterdam
  - Africa: Ghana, Mozambique, Namibia (?), SA
  - Latin America: Colombia
  - Middle-East: Oman
  - Asia (?)



## Contact details

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UITGELICHT VOLGEND ONTDEK

### PARTNERSHIPS FOR PORTS IN DEVELOPMENT

This Magazine brings news together on partnerships for port development, cross-border between ports and in emerging and transitioning economies.

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