



Port Authority Strategy

PPRN, Marseille, July 2, 2013

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What was/is our aim?

- ⇒ Gain deeper insights into the *what*, *how* and *why* of port authority strategy:
 - ❖ What does a port authority strategy look like?
 - ❖ How does a port authority define strategy (-ies)?
 - ❖ Why does a port authority define strategy (-ies)?
 - ❖ What strategy (ies) seem(s) logical and why?

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Preliminary proposed content

- ⇒ Perspectives: Context, Content, Process
- ⇒ Strategies
 - ❖ Environmental/stakeholder relations
 - ❖ Hinterland
 - ❖ Commercial: Business model
 - ❖ R&D
 - ❖ Marketing (joint marketing, communication)
 - ❖ Organization
 - ❖ Finance (PPP, risk management, concessions)
 - ❖ ICT
 - ❖ Internationalization

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Status Quo

- ⇒ From Pallis et al. (2010), Woo et al. (2011, 2012), Song (2013):
 - ❖ Port research from development focused (policy-led) to management-focused (firm-led) via reform
- ⇒ From rough scan of leading Journals and contributions to EURAM and IAME
 - ❖ Still limited if we look at Port Authority Strategy at firm/organizational level

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Positioning

Macro level

- Regional / national economy
- Port-city relations
- ..

Meso level

- Port cluster level
- Industry segments

Chain level

- Supply /transport chains/networks

Micro level

- Firm level
- Port authority
- Terminals

PAs characterize by capturing all these levels in their impact and their drivers for strategy

Research at the firm/organisational level of the PA is limited but challenging and increasingly relevant





Specific recent work

Papers from last years in leading journals, Euram, Iame centering around:

- ❖ Typology of roles and strategies
- ❖ Concession strategies
- ❖ Cooperation strategies
- ❖ Communication strategies
- ❖ Hinterland strategies
- ❖ Stakeholder management strategies
- ❖ Internationalization strategies





Challenges

- ⇒ Characterizing the port authority as an organization as this guides the connectivity of the specific research with the generic strategy and managerial research concepts and lenses
 - ❖ Hybrid or shared value organization?
 - ❖ Impact of combining different goals and impacts (three levels)
 - ❖ Geographical/' territory bound aspect'
 - ❖ Strong network setting: dependencies (institutional, economic) on (private) port companies

Implications both for academic work as practice oriented output

- ⇒ Analysing specific strategies
- ⇒ Relation with performance





Internationalization strategies: what has happened since last year?

- ⇒ Last year in Taipei internationalization strategies indicated as promising research theme

- ⇒ What has been achieved since last year?
 - ❖ Different papers from PPRN members and other research groups
 - ◆ Conceptual approach /research agenda
 - ◆ Institutional perspective
 - ◆ Case based research (Rotterdam, Antwerp,)
 - ❖ Special session at ESPO Conference May 2013
 - ❖ Ongoing PhD research, data collection

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Internationalization strategies

Was insights are developed?

- ⇒ Different foreign operation modes but equity participation most impacting form: challenge lies in relation between home port and host port (Dooms et al, 2013, RTBM and IAME, Hollen et al, EURAM 2013)

- ⇒ Research challenges
 - ❖ Relation overall PA strategy: goals, process/implementation, performance
 - ❖ Motives, risks
 - ❖ Relation inward/outward
 - ❖ Institutional and competitive environment home and host markets
 - ❖ Performance (increased connectivity, what levels?)

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Further ambition

- ⇒ Further positioning of research on PA at firm level within Port Research
 - ❖ Further development of content (papers, PhD' s)
 - ❖ Specific tracks / sessions at IAME, EURAM, other?
 - ❖ Monitoring /reviewing progress

- ⇒ Connecting with generic organizational and managerial research disciplines

- ⇒ Maintaining and expanding connection with industry
 - ❖ ESPO
 - ❖ AAPA
 - ❖ ?

