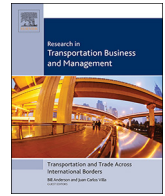


Contents lists available at [ScienceDirect](https://www.sciencedirect.com)

Research in Transportation Business & Management

journal homepage: www.elsevier.com/locate/rtbm

Guest editorial

Port co-operation: types, drivers and impediments[☆]

1. Rationale for this Themed Volume

The global port industry is at a crossroads. It is facing consolidation among its customer base and struggling to find mechanisms of coping with and protecting markets. Co-operation is one of those mechanisms. The area of port co-operation necessitates academic input analysing the sectorial transformations and challenges.

Co-operation, integration and co-ordination are much researched themes in mainstream economic and management literature and the port industry has witnessed a multiplication of port co-operation and integration schemes in recent years partly driven by governance reforms, public policy, political forces and market pressures. When focusing on managing bodies of seaports, the co-operation among ports comes in various forms. Port authority merger or full integration is the most far-reaching form of co-operation. An example is the creation of North Sea Port following the 2017 merger between Ghent Port Authority in Belgium with Zeeland Seaports (Terneuzen and Flushing) in the Netherlands. The formation of Copenhagen Malmo Port (CMP) was another cross-border merger in Europe, this time involving a Danish port and a Swedish port (De Langen and Nijdam, 2009). National port authority mergers can be found worldwide. In some cases, these involve mergers between ports of similar size such as the Ningbo-Zhoushan port in China (Notteboom & Yang, 2017) or Hamina Kotka in Finland. In other cases, smaller ports have been integrated in larger port authorities such as in the case of Port Metro Vancouver in Canada (Ginnell et al., 2008), Valenciaport in Spain or the integration of the port of Dordrecht in the Rotterdam Port Authority in the Netherlands. In addition to full port authority integration schemes, a range of port alliances and co-ordination actions are in evidence. Examples include the Northwest Seaport Alliance between Seattle and Tacoma in the US, and the structural co-operation platform HAROPA in France involving the seaports of Le Havre and Rouen and the inland port of Paris (Deiss, 2012; Kauffmann, 2017; Knatz, 2017). Less far-reaching and targeted co-operation schemes are widespread and typically involve the creation of ad-hoc bodies in charge of specific and limited functions or project-based co-operation initiatives involving a few up to a dozen ports.

While port co-operation is a hot topic in public and business circles, bibliometric studies on port-related academic research reveal that port co-operation/ integration is an emerging theme, but that the number of published peer reviewed papers is still quite limited in the maritime economic literature (see the content analysis in Pallis et al., 2011 and Woo et al., 2011) and port geography literature (Ng et al., 2014).

Certain edited volumes touch upon the theme of port (authority) co-operation/integration and (national) port coordination in quite a few country-focused papers, for example see Research in Transportation Economics on “Devolution, port governance and port performance” (Brooks and Cullinane, 2007), the edited book “Ports in proximity” (Notteboom et al., 2009) and the recent Research in Transportation Business and Management Themed Volume on “Revisiting Port Governance and Port Reform” (Brooks et al., 2017). The focus of extant literature is mostly on implemented co-operation schemes, not failed attempts. There is also a lack of in-depth comparative studies, the identification of best practices in port co-operation and the role of the regional context in the success/failure of port co-operation. Finally, existing publications are mostly case-based descriptive studies. As such there is room for a more methodological approach in the study of port co-operation.

During the Port Performance Research Network (PPRN) meeting in Hamburg in August 2016, the guest editors announced the plan to submit a proposal for an edited Volume of Research in Transportation Business and Management (RTBM), provisionally entitled “Port Co-operation”. This plan was warmly welcomed by the international maritime research community. A Themed Volume of RTBM on port (authority) co-operation/integration was developed to complement earlier edited volumes on port competition and port governance, so as to enrich academic insights on the Theme. A call for papers was launched in early March 2017. This call resulted in the submission of 20 abstracts. Full papers were submitted in the Summer of 2017. The guest editors shared an update on the Special Volume with colleagues from around the world during the PPRN meeting in Kyoto, Japan in August 2017. After the completion of the double-blind review process, 13 papers were accepted for inclusion in this Themed Volume on port co-operation.

2. Sub-themes addressed in this Special Volume

This edited volume contains contributions specifically focusing on port co-operation schemes, strategies and policies, with a specific emphasis on managing bodies of ports or port authorities as a unit of analysis. Three types of papers have been included in this edited volume: papers presenting novel methodological approaches to port (authority) co-operation; papers presenting more qualitative discussion on specific regional, national or local case study and, papers which combine case studies with novel methodological approaches. All papers are

[☆] Special volume on “Port co-operation” in Research in Transportation Business and Management

original and innovative submissions, which are grounded in theory and or containing novel analysis that will provide new perspectives on port co-operation and their impact. The set of papers included in this volume contributions increases our understanding on a range of current issues associated with port co-operation or indeed the lack of it.

First, this Themed Volume seeks to provide clarity on the types and forms of port co-operation and integration and the related choice problem. A number of papers in this Volume provide typologies of port co-operation schemes, based on insights obtained from mainstream literature (such as strategic management literature or economic geography) or emanating from more specific maritime economics approaches.

Second, the Themed Volume provides insight into the triggers and drivers of port co-operation and integration schemes. The diverse range of case studies demonstrates that public policy, political, market-related (e.g. the emergence of global terminal networks, or the rise of large vertically integrated carriers), and financial factors can lead to port co-operation. In some cases, port co-operation is imposed on local port authorities by regional or national governments (top-down as in the Italian case, [Parola et al., 2017](#)), while in other cases port co-operation schemes emerge as a result of a (lengthy) bottom-up process. Both path dependence and path disruption can play a major role in shaping the potential for and outcome of port co-operation initiatives ([Notteboom et al., 2013](#)). Moreover, port co-operation is not always the result of a well-planned and lengthy strategic decision process. In some cases, it is the outcome of the ad-hoc emergence of a window of opportunity followed by a critical juncture in port authorities' routines ([Jacobs & Notteboom, 2011](#)).

Third, the Volume extensively elaborates on the institutional, political and market/commercial dynamics behind successful and failed port co-operation schemes. As some of the cases detail failed attempts of port co-operation, the themed volume points to some seemingly unsurmountable obstacles that impede port co-operation schemes to emerge in regions where port co-operation seems an evident outcome at first glance. The analysis of failed co-operation schemes and very bumpy co-operation processes remind us of the existence of severe implementation problems and potential conflicts (e.g., power, politics, prestige, social, economic and environmental) with internal and external stakeholders. Indeed, conflicts might originate from groundbreaking governance reforms ([Parola & Maugeri, 2013](#)) that impose schemes of integration / co-operation among ports.

Fourth, the Volume not only demonstrates that port co-operation schemes come in many forms and gradations. It also shows the existence of some level of 'regionalism' as to how port co-operation schemes emerge and evolve. Specific port co-operation solutions might work well in one region, but might not be suitable for implementation in another region. This leads to the search for rather unique solutions as exemplified by co-operation cases in China and Japan. Regional institutional differences in terms of governance, business culture and port history as well as differences in regional market dynamics and pressures make a 'one size fits all' approach in port co-operation unfeasible and not desirable ([Notteboom & Verhoeven, 2009](#); [Ferrari et al., 2015](#)).

Fifth, the themed volume shows that far-reaching port co-operation and integration typically takes place between adjacent ports, and less between distant ports. The drivers and triggers of co-operation with overseas ports and the governance settings for such co-operation (e.g. through an internationalisation of port authorities; see for example [Dooms et al., 2013](#) for the Rotterdam case) often differ significantly from more local port co-operation schemes.

Given the highly practical nature of the port co-operation theme, this Volume features a few testimonies of (former) senior port executives in which they elaborate on their experiences on striking port co-operation initiatives or failed attempts to do so. We believe these contributions add value to the more academic debate on port co-operation as they demonstrate how day-to-day managerial and institutional challenges can hamper or stimulate port co-operation in the field.

These perspectives provide insightful information on the political and commercial pressures within port organizations and will become useful resources for academics who seek to delve deeply into the causal effects of successful and failed port cooperative efforts.

3. About the contributions in this Special Volume

As stated, 13 full papers have been accepted for publication in the themed volume on port co-operation. Of these, five papers present the challenges of integrating or merging ports. Three contributors cover integration schemes that have recently occurred or are in process, in Italy, the United States and in China. In these three cases, the success of these efforts has yet to be measured providing an opportunity for future evaluation. This volume also includes examination of two cases in the United States where mergers were attempted but failed, Galveston-Houston and Los Angeles-Long Beach. Other papers examine cooperation schemes that are short of a full integration scheme. Such is the trend for China's domestic ports, particularly along the Belt and Road Initiative. Two cases allow comparison between cooperation strategies of large and small ports in Japan, Kobe and Osaka and the smaller international ports on Suruga Bay. In addition to examining specific cases of port cooperation and integration, four contributors present methodological papers that focus on game theory, optimization or an author developed model that provide a prediction of the consequences of port cooperation. While the analysis may be theoretical, they provide an approach for mathematically or systematically looking at cooperation options and expected outcomes. As readers will find, some model analysis can yield results that challenge long-held notions on the disadvantages and advantages of port cooperation. Understanding who might win and who might lose revenue is a tool that can help formulate equitable solutions for implementation. Finally, one paper explores the importance of cooperation within the supply chain representing the increased tendency of ports to actively engage in ensuring the fluidity of the supply chain.

3.1. Challenges in Port Integration

One of the drivers for port mergers is to avoid duplication in facilities though a more comprehensive planning process that rationalizes the use of assets of the merged authorities. Implementation of these objectives is challenging. Ferretti, Parola, Risitano, and Vitiello examine the challenges in harmonizing procedures used for land use planning and granting of concessions for two recently merged port authorities in Italy, Genoa-Savona and Naples-Salerno. Recognizing that land use planning and rationalization of existing terminals often becomes political in locally controlled ports, Yoshitani explains how the recent merger of the cargo operations of the Ports of Seattle and Tacoma, purposely avoided some of these challenges, focusing instead on challenges faced in governance. As the former CEO of the Port of Seattle and one of the responsible parties for implementing the merger, Yoshitani is able to provide a firsthand perspective as to how some of the governance challenges were resolved, providing a unique insight for other ports facing integration challenges.

Wu and Yang describe the steps that have been taken at two ports in the Liaoning, China province, Dalian and Yingkou. Dalian and Yingkou undertook strategies separately with the goal of maximizing their competitive position against each other. These strategies included integrating terminals within their jurisdiction, developing relationships with inland ports, promoting port-related industries and working with shipping companies on financing infrastructure. As these strategies did not reduce potentially destructive competition between Dalian and Yingkou, a second round of integration is currently being attempted. Here we find a unique scenario in port integration, the effort led by a private shipping company, China Merchant. Lastly, in terms of the papers focused on port integration, Knatz and Galvao, Gharehgozli, and Mileski provide historical perspectives on merger attempts that have

Download English Version:

<https://daneshyari.com/en/article/7410127>

Download Persian Version:

<https://daneshyari.com/article/7410127>

[Daneshyari.com](https://daneshyari.com)