SKEMA Project

"Sustainable Knowledge Platform for the European Maritime and Logistics Industry"

T 4.3.1 –Workshop Report (Dublin, 22nd January '09)

D 4.3 Workshops and Case Studies (1 of 3)

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Quality Control

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Contents

Summary

The SKEMA Workshop **"Sustainable Knowledge Platform for the European Maritime and Logistics Industry"** was held in Dublin Port on the 22nd January '09. The workshop was organised by Nautical Enterprise and was hosted by Dublin Port Company.

The **objectives** of the workshop were as follows:

1. To disseminate information about SKEMA to Stakeholders in the maritime transport & logistics industry and to engage them in the activities and outputs of SKEMA.
2. To provide a forum for obtaining clarification on EU policies relating to maritime transport & logistics, for making recommendations regarding the application of policies and the formation of new policies.
3. To gather information and engage with Stakeholders that have expertise relevant to the various Consolidation & Periodic studies that are being carried out in SKEMA.
4. To help formulate case studies to act as references for SKEMA's Consolidation and Periodic studies, with the participation of relevant Stakeholders.
5. To enrol Stakeholders for inclusion in SKEMA's 'Network of Experts & Practitioners'.
6. To use the opportunity to carry out a survey on e-Maritime, using a survey document specially prepared for the occasion.

The **Themes of the Workshop** and the **Speakers** that addressed the themes were:

1. *"Sharing Knowledge in the Maritime, Logistics & Ports Industries"*

    Dr. Takis Katsoulakos, M.D. INLECOM, Project Manager SKEMA, 'The SKEMA Knowledge Platform'

    Enda Connellan, CEO Dublin Port Company, 'Dublin Port Company – A Knowledge Centre for Port Operations & Services'

2. *"The Benefits & Commitments to Maritime & Port Training"*

    Prof. Johan Woxenius, Prof. of Maritime Transport Mng & Logistics, Göteborg University, "The Dividends from Maritime & Port Training".

    Dr. Paul Donovan, Irish Management Institute, "Evaluation of Training – Factors that affect Transfer of Learning"

    Capt. Wolfhard (Wolf) Arlt, M.D. Hamburg Port Training Institute, "Knowledge, Training & Policies in the Maritime & Port Industries"

3. *"Research & the Development of EU Maritime & Port Policies"*

    Christos Pipitsoulis, Project Officer, European Commission, D.G. Energy & Transport "European Policy Advancement through Research"

    Dr. Heather Leggate McLoughlin, Global Policy Institute, London Metropolitan University "Impact of EU Policies on Maritime and Port Operations & Developments"

In addition, each Session had a small team of Panellists and a Rapporteur that responded to the Speakers' presentations and initiated a general discussion on each Workshop Theme.

Fifty people with various maritime transport & logistics interests and from twelve different European states attended the workshop. Their details are given in the last two pages of this report.

Session 1: "Sharing Knowledge in the Maritime, Logistics & Ports Industries"

1.1 The SKEMA Knowledge Platform

Serving the European Maritime & Transport Logistics Sector

Dr. Takis Katsoulakos, Managing Director INLECOM & SKEMA Project Manager

For the last two hundred years, neo-classical economics has mainly recognised two factors of production: labour and capital. However, in recent years information and knowledge are viewed as the primary wealth-creating assets. In the 1990's, the 'knowledge economy' and the 'information society' became the recognised cornerstones of developed economies. World Development Reports stated that: "for countries in the vanguard of the world economy, knowledge has become perhaps the most important factor determining the standard of living - more than land, tools and labour".

Today we live in a global knowledge economy, which means that wealth generation in successful companies, industries and nations is predominantly based on knowledge-based activities. Knowledge assets represent the competencies and capabilities that are deemed essential for economic growth, for competitive advantage, human capital development and quality of life. The World Bank has prompted nations to examine how their knowledge assets are acquired, sourced, created and utilised in order to devise policies and strategies that foster the growth of their knowledge economy. In that regard, EU policy is based on the Lisbon objective that Europe should become the most competitive knowledge-based society in the world by 2010.

In its Green Paper on Maritime Policy the European Commission declared the need for an all-embracing maritime policy, aimed at developing a thriving maritime economy in an environmentally sustainable manner, supported by continued investments in knowledge and skills as key factors for maintaining competitiveness and environmental sustainability.

According to 'New Growth Economics' a country's ability to take competitive advantage of knowledge depends on how quickly it can become a "learning economy". In the "learning economy" firms and countries create wealth in proportion to their capacity to learn efficiently. At company level the emergence of the knowledge based economy "requires a new synthesis of training, education and other forms of communication and learning under the single umbrella of the learning enterprise" An important strategy for enhancing the learning capacity of companies in a specific industry, therefore, is to provide facilities for exchanging and sharing knowledge.

Knowledge-based assets are often categorised as explicit or tacit. Explicit knowledge consists of anything that can be documented, archived and codified (e.g. knowledge held by designs, manuals etc, sometimes

referred to as corporate memory). Much harder to manage is tacit knowledge, or the personal know-how that cannot be described and is primarily manifested through the results of actions. Tacit knowledge resides in relationships, usually complex social relationships, and reflects the industry or organisational culture. Knowledge networks facilitate tacit knowledge growth in industries characterised by high levels of tacit knowledge and high potential for technological innovation, such as the maritime transport and logistics sector.

The SKEMA project is aimed at establishing a Sustainable Knowledge Platform that will assist stakeholders in the Maritime Transport & Logistics industry to share information and knowledge. SKEMA is aimed at building a broad European knowledge network of ports and transport operators whishing to adopt collective learning for improving the efficiency and quality of their services. It will facilitate the exchange of knowledge by –

- o raising awareness of relevant research;
- o providing overview and detailed information on current technologies and best practices at European, regional and national levels;
- o assisting in the recognition of obstacles that hinder the implementation of European policies and propose and assess solutions;
- o providing base material that will help in the formulation of advice on various policy initiatives, such as legislation, standardisation, research, networking and co-operation between administrations.

SKEMA encompasses three mutually supporting components, namely a **Knowledge Base system**, **Studies** and a **Thematic Network**

The **SKEMA Knowledge Base** will:

- o contain a Knowledge Base that will be populated by Consolidation Studies, outputs from workshops and case studies;
- o facilitate improved usability and accessibility of valuable results from previous projects, studies & publications.
- o encourage both practitioners and researchers to disseminate results and experiences and participate in surveys and online debates.
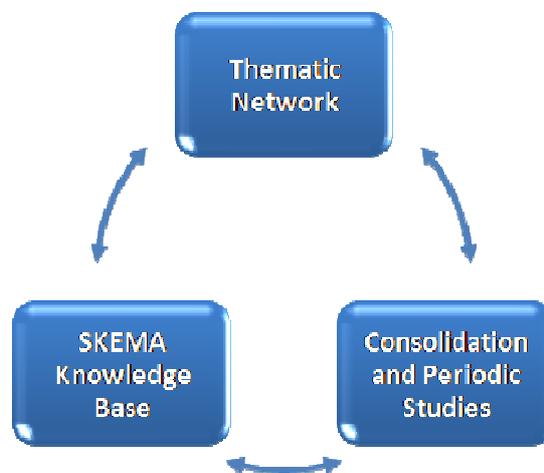
In summary, SKEMA is creating a European knowledge network that will:

- o use and contribute to a comprehensive digital library containing business best practices, innovations and research results, surveys on key issues, changes in regulations and policies;
- o create added value for EU research;
- o promote the ports and maritime transport agenda.

It will enhance the attractiveness of our sector, making it more vibrant and interesting for all of us and especially for young people thinking of joining our industry.

1.2 Dublin Port Company – A Knowledge Centre for Port Operations & Services

Enda Connellan, CEO, Dublin Port Company

Enda's commenced his presentation with a series of Socratic questions relating to possible means of addressing the current crises, including –

Is continuing to do what we have been doing an option?

Are better levels of knowledge management part of the solution?

Are training and development components of a company's strategic planning?

Should training be regarded as an investment or a cost?

Can a company remain competitive without training and development of its staff?

Is there anybody on a company's staff who could not benefit from training and development?

He continued by quoting -

"The industrial economy based on managing material things seems to be drawing to a close; there is a shift towards the knowledge economy" (McKenzie 2004).

He then posed the questions:

'Is a shift towards the knowledge economy true of port businesses?

What are the barriers to making the necessary investments?

What do we mean by a knowledge organisation?

He answered the latter question by stating that a Knowledge Organisation is –

- o a recognition that knowledge resources are crucial to business success,
- o a focus on accessing and using internal and external knowledge resources to increase business value,
- o an appreciation of the conflicting interests and challenges associated with the formation of a knowledge organisation,
- o an understanding of how to manage knowledge and use it to adjust to a changing competitive environment.

Enda talked briefly about the use of the Burke-Litwin model for introducing the necessary changes to become a knowledge organisation, as well as the various dimensions of knowledge competency i.e.

- o **Competing –** creating new knowledge and exploiting existing knowledge;
- o **Deciding –** using knowledge to underpin effective decision making;
- o **Learning –** paying attention to individual and organisational learning;
- o **Connecting –** paying attention to outside-in knowledge flows and inside-out knowledge flows;
- o **Relating –** paying attention to close ties and loose associations;
- o **Monitoring –** obtaining insights into current performance and having the foresight and capacity to change.

Enda concluded by recounting Dublin Port Company's contribution to the knowledge agenda to date:

- o Establishment of the Port's Training and Development Centre and networking with the Port's estate companies;
- o Establishment of partnerships with FAS, DIT, NCI and other training organisations;
- o Participation in major EU Funded Research programmes EFFORTS and SKEMA;
- o Partnership with UNCTAD and Irish Aid; building port capacity in Africa and Asia with an emphasis on human development.

1.3 Panellists, Rapporteur & Discussion in Session 1

The panellists were:

    Carlos Alvarez-Cascos, Acciona Trasmediterránea (Spain)

    Kevin O'Driscoll, Dublin Port Company (Ireland)

    Antti Permala, VTT Technical Research Centre (Finland)

The Rapporteur was:

    Grainne Lynch, Nautical Enterprise (Ireland)

Each panellist gave a brief presentation based on the themes of the two focal papers of the session. This prepared the way for an open forum, with questions and presentations from the floor.

Brian Richardson of the Irish Maritime Development Office set the scene with a penetrating question relating to one of Dr. Deming's famous points to attain a system of Profound Knowledge:

    'How do we drive out fear of sharing knowledge so that people can work effectively together'?

The responses were varied and interesting. The following is a sample without reference to the contributors:

    Driving out fear of sharing knowledge is a big issue without any explicit answer.

    Knowledge can be divided into innocent knowledge that can be shared and commercial knowledge that should be protected; most knowledge is innocent.

    There is great benefit in a collective endeavour; there is excitement and achievement greater than the individual effort.

    It is found that those who know most are those who share most.

There is always fear associated with releasing practical knowledge to academic institutions, but there is usually a win-win outcome.

Process Mapping is helpful and probably necessary where there is high turnover of specialized staff.

There is empirical evidence (NASA experiment) that shared knowledge produces consistently better results than individual efforts.

Competitive companies are usually prepared to share knowledge on common issues, such as safety, security, training and regulatory compliance.

Successful companies are the most open with sharing knowledge.

Formally sharing knowledge even amongst competitive companies leads to greater efficiency for everybody, as otherwise the knowledge has to be gathered by other means.

The session concluded with Kevin O'Driscoll recounting how, after the devastation of the tsunami in Northern Indonesia – with massive human, infrastructural and knowledge losses – communities rapidly reformed with a collective endeavour in which Dublin Port was privileged to participate.

Session 2: "The Benefits & Commitments to Maritime & Port Training"

2.1 The Dividends from Maritime & Port Training

Prof. Johan Woxenius, *Professor of Maritime Transport Management and Logistics, Göteborg University*

Johan summarized the types of maritime education and the benefits of it to individuals, employers and society. He revisited the question of responsibility: who invests in education – the individual, the employer or the state? His conclusion was that all three have key roles.

The general trend is that the Bologna Process[1] is streamlining European higher education, resulting in higher education becoming an international market with more individual choice and with the high cost of resources, such as simulators, leading to specialized educational suppliers. The role of governments is reducing gradually, with even public sector training left to the individual's choice.

In the maritime and port industry there is a need for continuous training and education to cope with new technologies, new regulations, new practices and maintaining competence. There is also an increasing need to accommodate changing career paths, facilitating changes from –

- o Sea to shore,
- o Operations to management,
- o 'Shipping' to 'transport',
- o Manual operations to operating machinery,
- o Multiple casual employments to fewer secure employments,
- o In seafaring, from 'sea the world' to 'operating machinery',
- o From Navy & Fishing to Mercantile Marine.

Many questions yet remain:

- o What exactly are the dividends from training?
- o Who are the stakeholders and who are the beneficiaries and to what extent do they benefit?
- o How should people be recruited to the maritime and logistics industry and how should people in the industry be retrained for changing circumstances?
- o Who should be responsible for education and training – the individual, the employer or society?

2.2 Evaluation of Training – Factors that affect the Transfer of Learning

Dr. Paul Donovan, Irish Management Institute

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[1] Bologna Process: The three priorities of the Bologna process are: introduction of the three cycle system (bachelor/master/doctorate), quality assurance and recognition of qualifications and periods of study, facilitating mobility of students between institutions.

Paul, in his presentation, focused on the evaluation of training, in particular, the factors that affect the transfer of learning. He reckoned that companies normally evaluate their employees' reactions to training (i.e. did they enjoy it or find it useful). Alternatively, the evaluation can take the form of a questionnaire that is filled out at the end of a training session. This form of evaluation can be of limited value. Paul suggested that to evaluate the effectiveness of training, employers should assess the following:

- **Reaction**   What did employees think of a training course,
- **Learning**   Test what employees learned on a course,
- **Behaviour**   Observe behavioural changes in employees after the course,
- **Results**   Quantify the impact on results due to the course.

Paul highlighted that one of the main obstacles to achieving positive results from training is the transfer of knowledge from training to the application environment. The effectiveness of the transfer depends on the following factors and can be influenced by the listed sub-factors:

Work Environment
- Employees should have a degree of job autonomy,
- Training decisions should be made close to their areas of application,
- Managers should be trained to maximise the benefits of training.

Transfer Climate
- There should be pre and post course briefings in order to obtain maximum benefit from training,
- Training, in general, should impact on career advancement,
- Employees should be provided with an opportunity to use training in their jobs,
- Sufficient resources should be allocated to enable the application of training skills & knowledge.

Trainee Characteristics
- Develop people to develop people,
- Make succession-planning a norm within the organisation.

Training Design
- Co-operation amongst training participants should be maximised,
- Experience-sharing amongst participants should be encouraged.

2.3 Knowledge, Training & Policies in the Maritime & Port Industries

Capt. Wolfhard (Wolf) Arlt, Managing Director, Hamburg Port Training Institute

Wolf's presentation was delivered with great verve and enthusiasm and contained some profound insights that were packaged in an easily understandable manner. He identified three paradigma[2] changes that are desirable in the maritime & port industries.

Wolf's three paradigma:

1. We should change our emphasis from things **to do** to things we should **achieve,** and people should be provided with the tools (physical & intellectual), training (facts & systems understanding) and the experience to **achieve.** They should be aware of the ultimate objective (the **Commander's Intent**) and should be capable of achieving it and not simply be expected to carry out a series of seemingly unrelated tasks.

2. The **Abnormal** seldom announces itself prior to an accident or incident. We should be trained to become aware of the **Absence of the Normal**. Examples were given in relation to security, but a more immediate example is the financial crash that has individual states and perhaps the world on the brink of disaster. There was no sign of the abnormal before the crash, but plenty of evidence of the absence of normal behaviour all around us.

3. Circumstances have changed in the maritime & ports industry. Where previously that was **One Man, One Word** to interpret regulations and to resolve difficulties, now there are **Many Men, Many Words** with multiple regulations and no coordination between them. Examples that were given were:
   - o Dangerous Goods regulations,
   - o Operational Safety regulations,
   - o Work Safety regulations,
   - o Security regulations,
   - o Quality management regulations,
   - o Port Maritime Safety regulations,
   - o Port State Control,
   - o Environmental Control regulations,
   - o Contingency Management regulations.

   In this regard, Wolf advocates –

   Integrated Safety, Security, Environment & Contingency Management

   ISSECM

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[2] Paradigma: Wolf used the Latin term 'paradigma' for increased effect with an international audience, rather than the English word 'paradigm'.

2.4 Panellists, Rapporteur & Discussion in Session 2

The panellists were:

    John Moore, Dublin Port Company

    Capt. Kevin Cribbin, Rusal Aughinish (Ireland)

The Rapporteur was:

    Viara Bojkova, London Metropolitan University

John Moore explained how training of the Port's personnel is a policy of the company, with 3% of the annual budget assigned to formal training. Training includes up-skilling people within the company and improving the marketability of people exiting the company. He gave an example of training and providing recognised certification for crane drivers when the Port ceased operating its cranes.

John reckoned that the reward for training for the individual is difficult to determine, but that it is recognised by the trainee as being strongly positive.

For the company, an observed measure of success of training is a willingness on the part of the trainee to adapt to changing work practices.

Kevin Cribbin explained that Rusal Aughinish operate an alumina plant in the Shannon Estuary with an annual throughput of approximately 6.5 million tonnes of bulk materials. They operate in a very competitive environment and training is essential for their survival. Five off-days per year are devoted to training for each employee. The company adheres to Wolf's first paradigma, with its emphasis on 'achieving' rather than 'to-doing', using teams of 'achievers' with no supervisors, just facilitators to enable the 'achievers' carry out their work.

Everything is measured and Kevin found that training has made a dramatic improvement in ship loading and discharging, with faster ship turnaround times and less damage from equipment. There are many regulations associated with dry bulk terminals due to excessive stresses inflicted on the ships if they are inappropriately loaded or discharged (which resulted, some years ago, in ships breaking up with severe loss of life). In this regard, training is mandatory for operational personnel, who are multi-functional with high levels of responsibility.

Kevin reckoned that the courses run by the Chartered Institute of Ship Brokers provide good training for both marine and non-marine people.

The discussion period in Session 2 was reduced due to lack of time. There was one notable observation:

    'Training responsibility is passing from the Company to the Individual; this is because Skills become redundant, not People'.

Session 3: "Research & the Development of EU Maritime & Port Policies"

3.1 European Policy Advancement through Research

Christos Pipitsoulis, Project Officer, European Commission, Directorate General for Energy and Transport

Why European Research?

The Commission supports innovation and technological development at EU level through its multi-annual framework programmes (FPs) for research and development since 1984.

Transport has became a key driving force in EU research since 1988. Maritime Transport was included in the strategic research objectives in 1994 (in FP4). Since then, it has been an important inclusion in the EU multidisciplinary and cooperative research activities.

Research and innovation have been high on the policy agenda in Europe. Why? In the first instance, conducting European research policies and implementing European research programmes is a legal and political obligation resulting from European Treaties. The Treaties recognise that research (RTD) is an essential element in the functioning of industrialised countries, such as EU Member States. The competitiveness of companies and the employment they can provide depend to a great extent on research. Research is also essential for the support of other policies such as sustainable development and the protection of the environment. In short: the individual and collective wellbeing of citizens depends on the quality and relevance of research.

Where does research apply?

The active role of Europe in research is justified in cases where it is rather complex and interdisciplinary; where it is increasingly costly and /or it requires a substantial "critical mass".

EU policy research actions are aimed at responding to challenges that are unlikely for any company or even a single Member State to be able to address effectively on their own. Organising co-operation at different levels, co-ordinating private, national or European strategies, networking people from different countries and different sectors – these are requirements for the development of modern research in a global environment.

EU research is a challenge taken up, not only by the European Commission, but also by Member States, by the European Parliament, by the scientific community and industry – with all committed to work jointly towards commonly agreed objectives.

An overview of Transport Research Activities

The EU's Seventh Framework Programme for Research and Technological Development (FP7), running from 2007 to 2013, has been allocated in total €32.4 billion out of € 53 billion for co-operative research.

Transport (including Aeronautics) and Energy are two of ten themes in the specific programme 'Co-operation'. The total budget for Transport (including Aeronautics) is € 4.1 billion and for Energy € 23 billion. Most of the budget of each year is used to support research projects resulting from the annual Calls for Proposals.

Directorate-General Energy & Transport (DGTREN) shares the management responsibility for both the Transport and Energy programmes with DG RESEARCH. DGTREN manages around 25% of the FP7 Transport budget and 50% of the FP7 Energy budget.

Whilst responding to the needs of industry, both programmes are fully embedded in the EU energy and transport **policy framework** because it must provide input to policy-making.

As a general strategy, DGTREN pays particular attention to the following aspects:

> ➢ Accelerating implementation of policies,
> ➢ Following innovative approaches and producing results as input for further initiatives, including policy and legislation,
> ➢ Developing large industrial initiatives with broader financial and political benefits for Europe,
> ➢ Producing knowledge, best practice, comparative assessments, methodologies, data input, policy assessment tools, etc. for the development of policies.

As mentioned earlier the Commission supports maritime transport research through its multi-annual framework programmes since 1994. Moreover, the Commission supports deployment through other financial instruments such as the TEN-T and the Marco-polo programmes.

What are the benefits realised?

The benefits are published at the consolidated and assessment reports of individual projects and programmes.

EU research has helped realise leading-edge systems and applications, promoting competitiveness in European industry and improving the quality and efficiency of essential transport services.

Fulfilled policy objectives include improving safety, efficiency and environmental acceptability of transport systems across Europe; strengthening the technological basis of European industry; developing and promoting technical standards; demonstrating pan-European transport systems based on advanced technologies; and, deploying services integrated across different sectors in the logistics chain.

Substantial economic benefits realised in different successful projects are measured in the form of improved performance; reduced congestion and time savings; reduced accidents; developing new markets for value added services; creating new job opportunities; encouraging business at an international level.

There are many research activities that demonstrate tangible benefits. An indicative selection is as follows:

A small number of research projects focused on inland waterway transport have created favourable conditions for the further development of the sector. The deployment of the River Information Services (RIS) initiative is a concrete example of successful RTD results. RIS are modern traffic management systems enhancing a swift electronic data transfer between water and shore. The EU TEN-T programme has supported their progressive deployment across Europe. A specific EU RIS directive ensures compatibility between the systems and interoperability with information systems of other transport modes.

For the rail sector, EU research carried out at different Framework Programmes succeeded the design of the European Rail Traffic Management System - ERTMS. This is a single, common signalling system that aims to replace the more than 20 different signalling systems that exist in the European rail system. Clearly, a major obstacle for improving the effectiveness and competitiveness of the sector will be overcome with this deployment.

At this point, I take the opportunity to mention our project MarNIS that brings together 50 partners to develop Maritime Navigation and Information Services on a pan–European basis. Its results are expected to give a solid technological and scientific basis to the Commission and the Member States' administrations to study and formulate possible legislation on safety, security and efficiency in Shipping but also guidance to implement the developed concepts.

Users themselves publicly acknowledge the important benefits of the Commission's research programmes. For reference I mention three names that come first to my mind:

➢ Captain Alan Coghlan, President of the International Harbour Masters Association
➢ Mr. John Erik Hagen, Norwegian Coastal Administration
➢ Mr. Paul Townsend, UK Maritime and Coastguard Agency

In conclusion

Maritime transport research is important for Europe's maritime industries and services' sectors to successfully face competitiveness, capacity, energy, environmental, security, safety and human-factor challenges. Users have an important role to play at least at the critical phases of a research project, which are the "Definition of requirements" and the "Validation of the developed solutions".

EU coordination and support activities, such as the SKEMA and PROPS projects, can assist stakeholders and beneficiaries to:

➢ Organise policy workshops and events targeted at the European policy community;

➢ Make recommendations to policy-makers in European institutions and national administrations;

➢ Make contact with relevant and complementary projects and initiatives funded under other European programmes;

➢ Identify means to further exploit policy aspects of existing knowledge, including further research, deployment and regulation;

➢ Maintain awareness of research results of interest;

➢ Build and maintain a European dialogue for co-operation rather than competition.

A last remark, the forthcoming deployment of **'e-Maritime'** services at European level will be one of the main priorities in terms of practical implementation of RTD efforts in the field of maritime transport for the next period.

Contact: christos.pipitsoulis@ec.europa.eu

3.2 Impact of EU Policies on Maritime and Port Operations & Developments

Dr. Heather Leggate McLaughlin, Global Policy Institute, London Metropolitan University

Heather reviewed the different private/public models used in European ports, and then gave a brief overview of the history of the Commission's attempts to introduce reforms to EU ports. She outlined the proposed 'Ports Services Directive' (2001) and the reasons why it was oposed and ultimately failed to be implemented.

Heather then outlined the 2007 Ports Policy Communication issued by the EU, highlighting its six areas of focus:

• Port performance and hinterland connections

• Expanding capacity while respecting the environment

• Modernisation

• A level playing field

• Structured dialogue between ports and cities

• Work in ports

She then examined the two principal areas of contention regarding European ports –

o the uneven interpretation and application of the Wild Birds and Habitats directives which are at variance with the need for European ports to develop and expand,

o interpretation of State Aid Guidelines for large port development projects.

There are no simple solutions to these difficulties. EU policies have a significant impact on port developments and there cannot be a 'hands off' approach because of safety, environmental and competitive issues and because markets do fail.

This then leads to the apparent conflict between the requirements of ports to develop, and, EU legislation on birdlife, natural habitat and protected areas. Heather brought attention to the fact that these directives are not uniformly implemented across the EU resulting in a distortion of competition between ports. Finally the point was raised that governmental bodies should not take a hands-off approach to ports especially in the areas of safety and environmental issues.

3.3 Panellists, Rapporteur & Discussion in Session 3

The panellists were:

John Whelan, Chief Executive, Irish Exporters Association

Cees Glansdorp, CETLE, the Netherlands

Agathe Rialland, MARINTEK, Norway

The Rapporteur was:

Lise Skovby, ORESUND Logistics, Denmark

John Whelan responded to the two presentations by stating that the environmental issue is very inhibiting on port developments, giving as an example the frustrations experienced by Dublin Port in attempting to keep pace with unitised trade demand and being blocked continuously by objections couched in environmental terms. This was supported by Walter Carpenter of the Institute of Logistics & Transport, who recounted a similar experience for Port of Cork. John Whelan further elaborated by stating that ships are getting larger and have to be accommodated in suitable ports and that associated fuel prices and fuel consumptions will increasingly be a major consideration.

Cees Glansdorp elaborated on the project MarNIS, which was mentioned by Christos Pipitsoulis in his address as giving considerable impetus to safety, security and efficiency in shipping.

Agathe Rialland pointed out that in the present period of crisis and change it is most important that industrial companies work closely with researchers to identify and assess new opportunities. In that regard, the focus could be on relatively short projects that are well defined and adapted to industrial needs in which industrial actors are actively involved.

She informed the meeting that funding has been secured by MARINTEK for the development of a Knowledge Centre outside Trondheim to help service offshore and maritime activities and that its core laboratory activity will be testing ship models. She believes that the concept of a unique European Maritime Cluster, based on knowledge sharing and triggered by cooperation, should be considered. Agathe reckoned that there is a need for the assessment of performance and of the viability of existing and proposed services, not only for banks and insurance companies, but also for associated stakeholders, especially in the present time of uncertainty.

Agathe reckons that in addition to cooperation in a the sharing of knowledge in the maritime & logistics industry, there should also be cooperation in activities, especially in areas of common interest, such as addressing environmental issues; because it is only through cooperation in activities that real, quantifiable achievements can be attained.

She also believes that greater consolidation of cargoes is achievable through coordinated action amongst shippers, not just concentration of cargoes through hub ports (as is frequently proposed for Motorways of the Sea), and that regional ports and regional services should be given similar consideration as hub ports and hub services.

4. Conclusion of Workshop

The Lead Panellists, Carlos Alvarez-Cascos in Session 1, John Moore in Session 2 and John Whelan in Session 3, gave a brief summary of the proceedings in the respective sessions.

The Chairman, Prof. Stratos Papadimitriou, thanked the speakers, the panellists and the rappatours for their contributions; he thanked the participants for their contributions to the proceedings, he thanked Nautical Enterprise for organising the workshop and Dublin Port for hosting it.

He then brought the workshop to a close.

5. Workshop Attendees

Name	Organisation	State
Carlos Alvarez-Cascos	Acciona Trasmediterránea	Spain
Ioannis G. Koliousis	Athens University of Economics & Business	Greece
Bill Lynch	Bill Lynch and Associates Ltd	Ireland
Cees Glansdorp	CETLE	The Netherlands
Dominic Jarvis	CETLE	The Netherlands
Capt. Saurabh Sachdeva	Chamber of Shipping	United Kingdom
Michael Walsh	Cork Institute of Technology	Ireland
Ed Daly	Customs and Excise	Ireland
Greg Houlihan	Department of Transport	Ireland
Stephen Fensom	Department of Transport	Ireland
Martin Kilbane	Department of Transport	Ireland
Christos Pipitsoulis	DG Energy and Transport	Brussels
Enda Connellan	Dublin Port Company	Ireland
Kevin O'Driscoll	Dublin Port Company	Ireland
John Moore	Dublin Port Company	Ireland
Ken Whelan	Dublin Port Company	Ireland
Deirdre Doyle	Dublin Port Company	Ireland
Michael Murphy	Enterprise Ireland	Ireland
Derek Nelson	Evergreen Shipping Agency	Ireland
Alan Dowd	Evergreen Shipping Agency	Ireland
Lynn Walsh	Evergreen Shipping Agency	Ireland
Viara Bojkova	Global Policy Institute	United Kingdom
Dr Heather Leggate	Global Policy Institute	United Kingdom
Prof. Johan Woxenius	Göteborg University	Sweden
Capt Wolfhard Arlt	Hamburg Port Training Institute	Germany
Martin Cunningham	Hawthorn Logistics Solutions	Ireland
Dr Takis Katsoulakos	Inlecom	United Kingdom

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