

# Port planning and long-term strategy in a rapidly changing world

Setting the scene

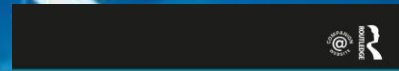


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**ESPO conference, Bremen**

1-2 June 2023

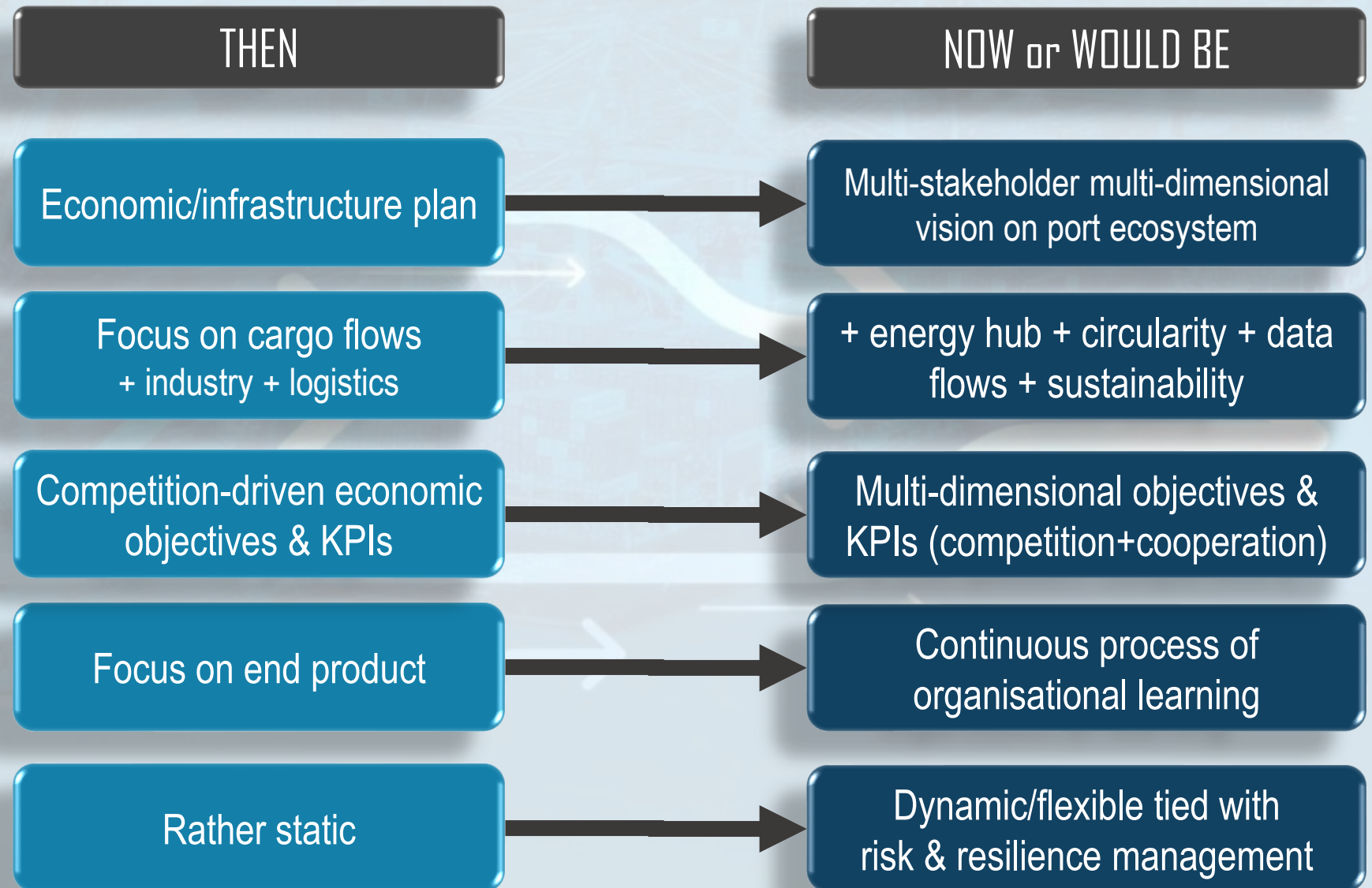


**Port Economics,  
Management  
and Policy**

Theo Notteboom, Athanasios Pallis  
and Jean-Paul Rodrigue

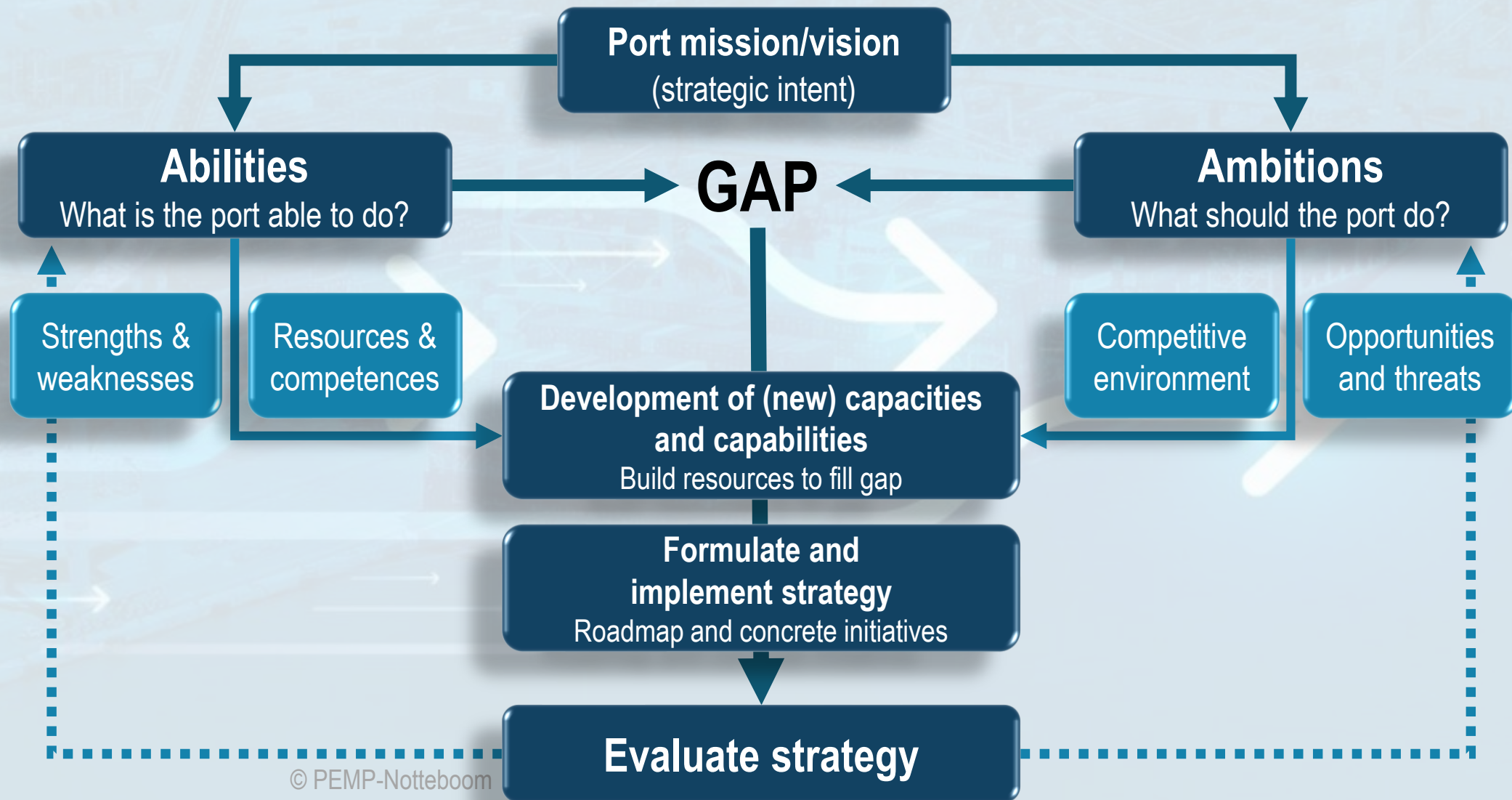


# How port planning and strategy have changed over time





# The process of strategic port planning



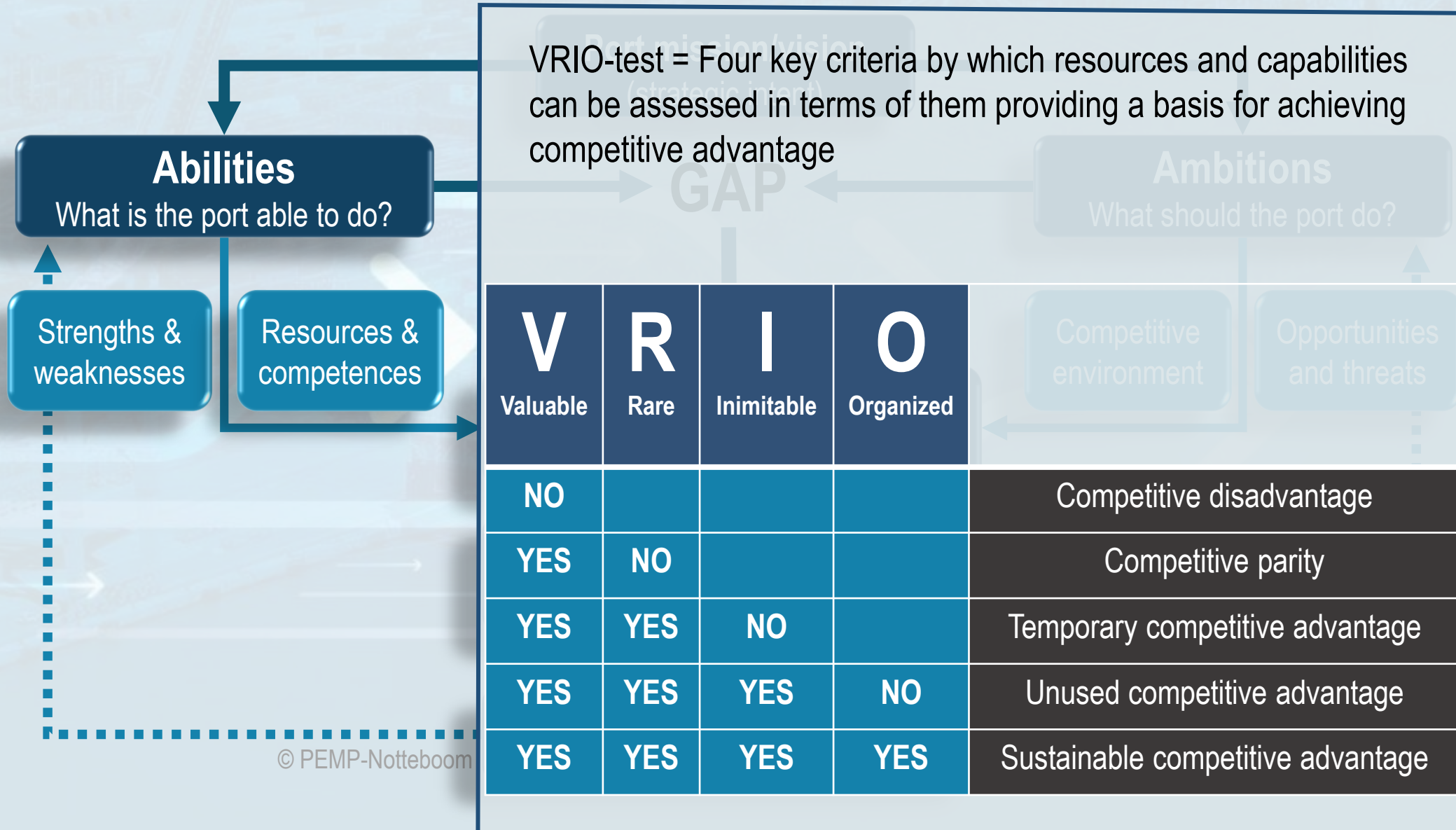
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Source: Notteboom , Pallis and Rodrigue (2022)





# The process of strategic port planning

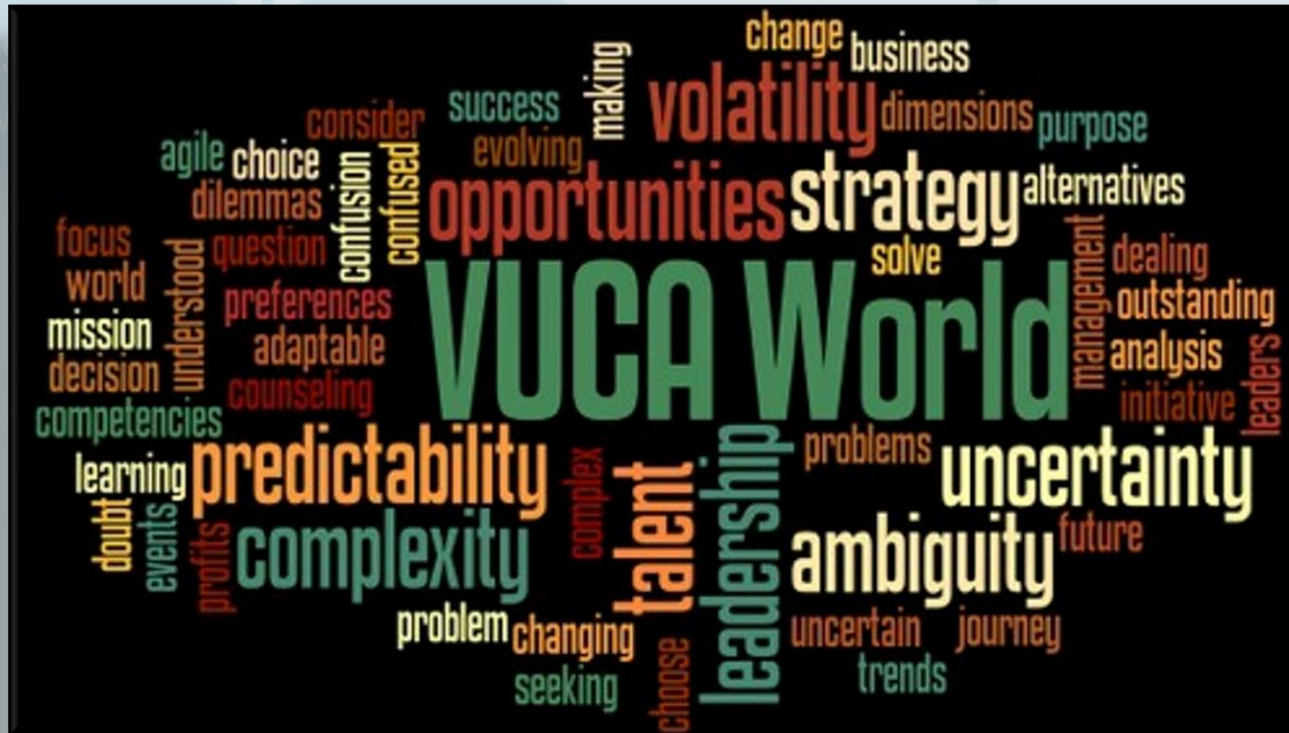


# The process of strategic port planning

## Competitive environment

- VUCA-world (Volatile, Uncertain, Complex and Ambiguous)
- Political, economic, social, technological, environmental & legal
- Disruptions and resilience

Port mission/vision  
(strategic intent)





## Statement 1

Port planning is still too much focused on 'business as usual' and on the extrapolation of existing megatrends, while often neglecting inflexion points and weak signals.

**Megatrends** are large-scale political, economic, social, technological, ecological or legal movements.

**Inflexion points** are moments when trends shift in direction, for instance turning sharply upwards or downwards.

**Weak signals** are advanced signs of future trends.

⇒ Role of *forecasting* and *scenario analysis*?

⇒ Room for *adaptive port planning*?



# Statement 2

The many transitions ports are exposed to, push port managing bodies to evolve from a facilitator role to a facilitator+ or entrepreneurial governance model.



	Conservator	Facilitator	Entrepreneur
Landlord	Passive manager	Active broker Mediator in B2B relations Strategic partnerships	Active broker Direct commercial B2B negotiations Direct investments beyond port
Regulator	Passive application and enforcement Rules set by others	Active application & enforcement Other + own rules	Idem facilitator Commercialising expertise outside port Financial revenue on commercial basis
Operator	Mechanistic concession policy	Dynamic concession policy Provide public services	Dynamic concession policy Shareholder in private service providers Provide commercial and public services
Community manager	Not actively developed	Solve economic bottlenecks Provide public goods Solve conflicts	Idem facilitator but more direct commercial involvement





## Statement 3

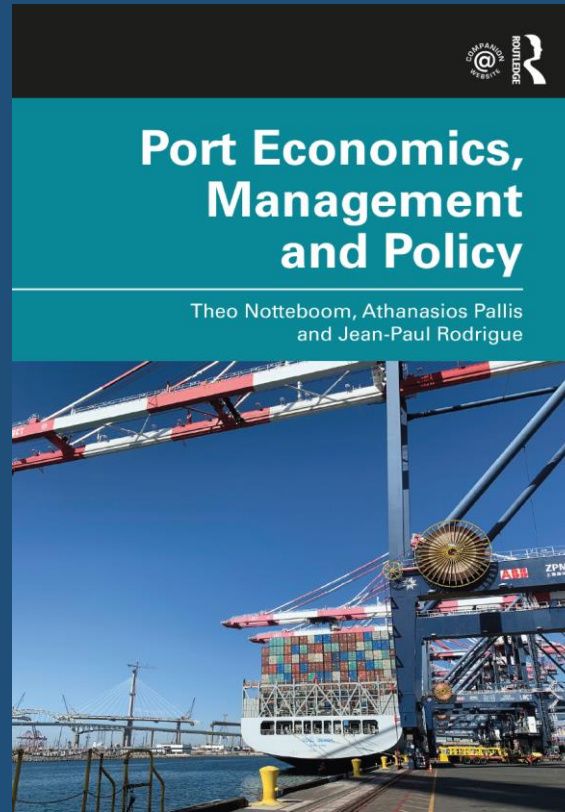
Rigid government-led regulatory frameworks on port planning are counterproductive in a VUCA\* world

\* = Volatile, Uncertain, Complex and Ambiguous

## Statement 4

The stakeholder landscape in future port planning processes will fundamentally change due to sustainability, energy transition and digital transformation aspects





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