

Port Community

On July 8th 1998 The Management Board of the Barcelona Port Authority approved the Strategic Plan 1998-2010 of the Port of Barcelona as a basis document for establishing the actions of the whole Port Community over the coming years. The Plan involves the adopting of a strategic framework by the entire Port Community and a new way of behaving for the Port of Barcelona, its aim being to become the first Euromediterranean logistics hub.

On July 22nd it was put before the Steering Council of the Quality Plan and in the same meeting the Steering Plan of the Strategic Plan and of the Quality Plan were set up.

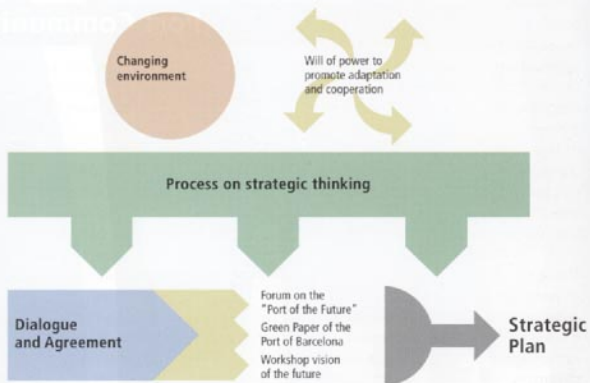


The Port's Strategic Plan and a responsible management by the entire Port Community

The determining facts in the process of change have been the processes of economic globalisation, centralisation of logistics and internationalisation of port competition and their overall impact on the Port of Barcelona. No individual port firm of organisation has the capacity to face these successfully alone. That is why it was decided to put their collective future in the hands of the Port Community.

But the Port Community is something more than a group of companies and organisations - it is in the end an organisational modus operandi in the service of a precise aim which is none other than the continuous improvement of the Port's competitiveness. We want an instrument capable of maintaining a situation of continuous changing port environment, we need a tool to support the sustainable development of the Port.

Naturally, this organisational set-up is not a subterfuge for hiding individual responsibilities in port activities before the client, but rather on the contrary the



For a start, the Port Community is above all else a concept or idea. It can be considered in simple terms to cover all the agents involved in the Port's activities: from the Port Authority, the customs and general administrations right down to all the private operators, shipping agents, stevedoring companies, freight forwarders and customs agents, as well as hauliers in different transport modes and other types of transport and logistics operators.

development of this concept of Port Community will involve more responsibilities and changes in all the actors, from private operators, to all types of administration, including the Port Authority.

The element used to materialise this will for change and give shape to this idea of Port Community is behind the launching of the first Strategic Plan. That is to say, for the first time a close look has been taken of the problems of the port

business and the operability of transport and logistics over and above infrastructures, and rather than forgetting these, which are essential, the idea is to ask that they should be done as quickly as possible and with certain operational requirements which are often out of the reach of planners.

With regard to this, the first question is clear: what does the Strategic Plan of the Port of Barcelona involve?

The answer is that essentially it means that three factors must coincide throughout the Port Community.

First of all, there must be a coincidence as to the starting point. About what the Port of Barcelona is and what stage it is at

In order to determine this initial diagnosis a process of open discussion was held over a number of months between private and public port professionals. This process culminated in the publication of the Green Paper of the Port of Barcelona, which describes the essential traits of the current situation, both internal and of the international port panorama, but the special merit of this paper is that it outlined ten points considered to be critical for the future.

These critical points cover key fields of port activity for competitiveness required not only for partial solutions to our problems, but rather for an overall rethink of the situation. First of all, intermodality, especially as concerns the rail side, but also in the sea-road and sea-sea interface, that is, in the interface between ocean-going maritime services and short sea shipping services. To accomplish the fixed goals, the Port must be a great platform where the transition between the different modes (without forgetting the air mode) can take place in a reliable, fast and efficient way.

The improvement of information systems is the other key matter because it constitutes the basis of

Correlation between polarisation / Types of service / Radius of service

Added value			
Logistics			
Transport			
Services			
Number of centres			

More transport → Logistics + Added value

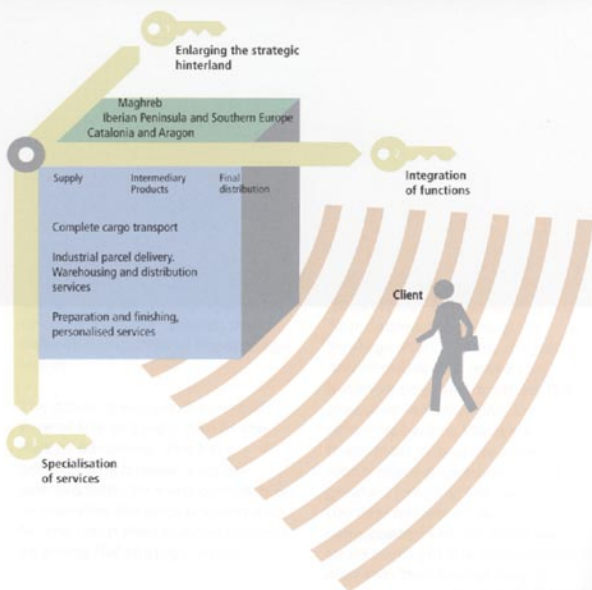
quality transport and logistics services. It could be said that the working material are no longer containers or goods but rather information.

The efficiency and cost of port services, transparency before the client and the general commercial promotion of the Port were also considered to be decisive along with more novel themes such as the innovation of services to enlarge markets or the orientation of Port companies towards the client and the cohesion and articulation of our Port Community.

Finally, we cannot leave out the question of material and financial aspects, such as the Port's need for space and its investment capacity, which will have to be topped up by private sector resources.

The preparation of the Green Paper was not only a debate of ideas and evaluations, but was also a source of initiatives from the organisational side. Hence, the so-called Commission of Port Agents' Associations for the following of the Strategic Plan. This forum allowed the Autoritat Portuària to sit round the table with principal

The 3 dimensions of the Port of Barcelona's strategy



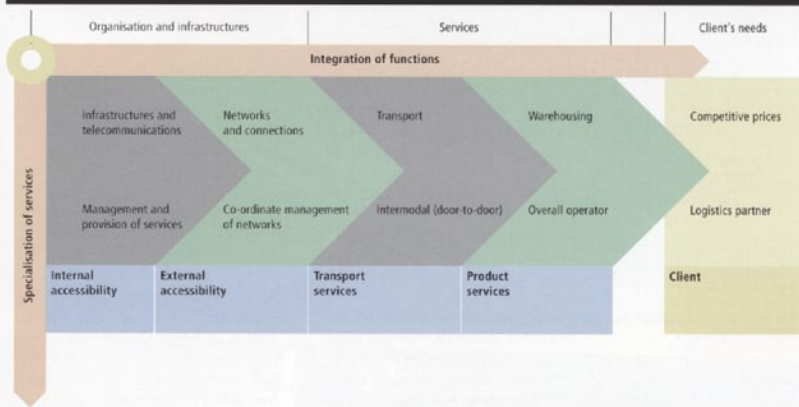
types of port agents and undertake a more intense process of rapprochement and mutual acquaintance.

Secondly, the Strategic Plan involves a shared vision of the future, of the Port's vocation

This is the vocation to become the great logistics port of the Mediterranean and Southern Europe. This means that the Port wishes to offer as many services both to the transport unit—from a container to a simple package—and the product unit, be it a video, some kind of component or food product or any other kind of element. In short, the Port wishes to act as a great centre for transport, supply and physical distribution in the service of industry and commerce. Naturally,



Port = Logistics hub



without giving up the idea of attracting international trade, as happens in other major ports of Northern Europe, in that it will be possible to have access to logistics services of all kinds thanks to the power of the Barcelona area.

Thirdly, the Strategic Plan is a convergence of opinion about the will to act together

This joint will is shown through a group of action plans—that is to say of projects with leaders, a

timeframe and means—articulated among each other in order to make overall progress to allow the port to come together towards the definitive objective of the strategic vision.

The action plans are the central core of the Strategic Plan of the Port of Barcelona. The basic projects which make it up are selected both for their contribution to resolving the critical points and for the input they provide towards attaining the strategic vision.

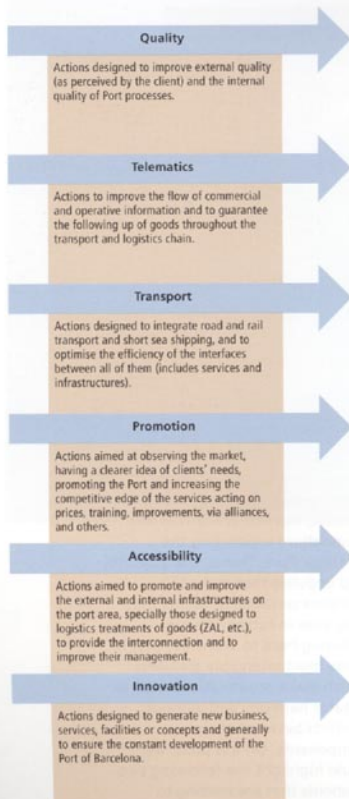
These three aspects we have described are very important, decisive, but not as much as the foundations supporting the Strategic Plan. That is, the attitudes and impulses that make this initiative possible, or others that may arise in future. We are referring here to *Wetware*, that is those most intangible elements which make organisations work in greater harmony and without conflicts between their components. On this point we could highlight the following two elements that are starting to

become apparent in the Port Community:

On the one hand, the explicit or implicit acceptance that organisational change is the key factor when faced with a future ever more changing and uncertain. Now it is more clear than at any other time that, more important still than strategic plans themselves or structural change programmes are the organisations that carry them out and have to correct and improve them, adapting them to the new circumstances.

On the other hand, the need for a cultural change, both on a collective port level and on an individual level of the companies and institutions and of the people themselves.

The ambitious aim of becoming the great logistics port of the



Mediterranean and Southern Europe brings in its train the development of new specialisations and a high level of staff training in information technologies and other fields. In our strategic vision we cannot ignore the fact that an activity involving such a high degree of contact with the client as logistics activities requires that this predisposition and capacity should not be concentrated in a few specific individuals but should cover all the professionals involved.

The points summarised above are the main elements that will allow us to move from being the port that only twenty years ago did nothing more than mass supplying local industry to being quite another port that is progressively transforming itself into a Mediterranean and European-wide logistics port. This process already began twenty years ago, but now our objective is to set our aims more clearly and concentrate our efforts into achieving them.

This interest in responding to the phenomena of internationalisation and globalisation of economic activity in order to be more universal also means that we must be more local. That is to say, we must develop broader and more

complex relations with the industrial and commercial activity revolving around the Port. And, as far as the capacity of the Port allows, we shall have to lead the way in logistics, starting with our immediate market, which is none other than the conurbation of Barcelona.

The Port of Barcelona is less than fifty kilometres from the largest industrial, commercial and consumer concentration in the whole Mediterranean. This fact is a challenge, in order that, as a port, that is, as a Port Community, are capable of achieving the aims of the Strategic Plan and therefore of becoming the principal logistics port of Southern Europe. All in all, making people aware that a good interaction and synergies with the immediate environment, that is with the conurbation of Barcelona, will be a decisive factor for the success of the strategy of the Port of Barcelona.