

**ATELIER INTERNATIONAL 2009 SUR
L'INTÉGRATION DES TRANSPORTS MARITIMES
AU SEIN DES CHAÎNES DE VALEUR**

**2009 INTERNATIONAL WORKSHOP ON
INTEGRATING MARITIME TRANSPORT IN
VALUE CHAINS**

MONTRÉAL, QUÉBEC, CANADA

9-12 JUIN 2009 / JUNE 9-12, 2009

Bienvenue / Welcome

C'est un grand plaisir de vous accueillir à l'*Atelier international 2009 de Montréal*.

Cette conférence porte sur l'*Intégration du transport maritime au sein des chaînes de valeurs* et fait suite à une série de conférences tenues au Havre (2004), Hong Kong (2006) et Anvers/Rotterdam (2007). Nous sommes fiers de présenter un excellent programme scientifique couvrant un large éventail de sujets de recherche théorique et empirique dans le domaine des ports et du transport maritime.

Nous voulons remercier tous les auteurs pour leur excellente contribution et les membres du comité organisateur pour leur temps et leur expertise dans la révision des textes et dans l'élaboration du programme. Nous tenons également à remercier le premier conférencier Drs. Gustaaf De Monie, Chef de International Port Consulting et Directeur Principal de Policy Research Corporation.

Le succès de l'*Atelier international 2009 de Montréal* s'explique par la présence constante au cours de l'année de Lucie-Nathalie Cournoyer, Johanne Dubois, Lucie L'Heureux et Josée Vignola du Centre interuniversitaire de recherche sur les réseaux d'entreprise, la logistique et le transport (CIRRELT). Elles ont investi temps et compétence pour faire de l'*Atelier international 2009 de Montréal* un événement mémorable. Nos remerciements s'adressent également à Pascale Bourbonnais, étudiante diplômée, pour ses services dans l'organisation du colloque.

Nos plus sincères remerciements à Transports Canada pour son support financier et son aide à la tenue du colloque à Montréal.

Nous vous souhaitons à tous une agréable conférence.

It is a great pleasure to welcome you to the *2009 International Workshop in Montreal*.

This conference on *Integrating Maritime Transport in Value Chains* follows previous maritime workshops held in Le Havre (2004), Hong Kong (2006) and Antwerp/Rotterdam (2007). We are proud to present an excellent scientific program covering a wide range of theoretical and empirical research topics in the field of port and marine transportation.

We are greatly thankful to all the authors for their excellent contributions and to the members of the organizing committee for their time and expertise in paper review and program-related processes. We greatly thank the keynote speaker Drs. Gustaaf De Monie, Head of International Port Consulting and Senior Director of Policy Research Corporation.

The success of the *2009 International Workshop in Montreal* is explained by the constant presence for the past year of Lucie-Nathalie Cournoyer, Johanne Dubois, Lucie L'Heureux and Josée Vignola of the Interuniversity Research Centre on Enterprise Networks, Logistics and Transportation (CIRRELT). They have contributed considerable time and competence in making the *2009 International Workshop in Montreal* a memorable event. We also wish to thank Pascale Bourbonnais, graduate student, for her services in organising the conference.

Particular thanks to Transport Canada for the sponsorship and assistance to this conference.

We wish you all a beneficial and enjoyable conference.

Claude Comtois

Peter Hall

Robert McCalla

Brian Slack

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Université de Montréal

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Emplacement des activités

Ces activités se déroulent au Pavillon André-Aisenstadt, 2920 chemin de la Tour :

- Inscriptions : 6^e étage, près de la salle 6245.
- Toutes les présentations : 6^e étage, salle 6254.
- Réception de bienvenue, petits déjeuners, déjeuners et pauses : Salon Maurice-L'Abbé, salle 6245.

Cocktail et banquet : Restaurant Hélène-de-Champlain sur l'Île Ste-Hélène. Un service d'autobus est fourni avec départ de l'hôtel Terrasse Royal à 17 h 00.

Location of activities

These activities take place at the Pavillon André-Aisenstadt, 2920 chemin de la Tour:

- Registration: 6th floor, near room 6245.
- All sessions: 6th Floor, room 6254.
- Welcoming reception, breakfasts, lunches and breaks: Salon Maurice-L'Abbé, room 6245.

Pre-dinner reception and banquet: Restaurant Hélène-de-Champlain, Ste-Hélène Island.

A bus service is provided with departure at 5 pm from the Royal Terrace Hotel.

Carte du campus

- 1 520, chemin de la Côte-Sainte-Catherine
- 2 1420, boulevard Mont-Royal
- 3 Pavillon Marie-Victorin
- 4 Pavillon de la Faculté de musique
- 5 Centre d'éducation physique et des sports (CEPSUM)
- 6 2101, boulevard Édouard-Montpetit
- 7 Pavillon J.-A.-DeSève (Centre étudiant)

- 8 Résidence C
- 9 Résidence A et annexe
- 10 Pavillon Thérèse-Casgrain
- 11 École Polytechnique
- 12 Pavillons Pierre-Lassonde et Claudette McKay-Lassonde
- 13 Pavillon J.-Armand-Bombardier
- 14 Pavillon Roger-Gaudry

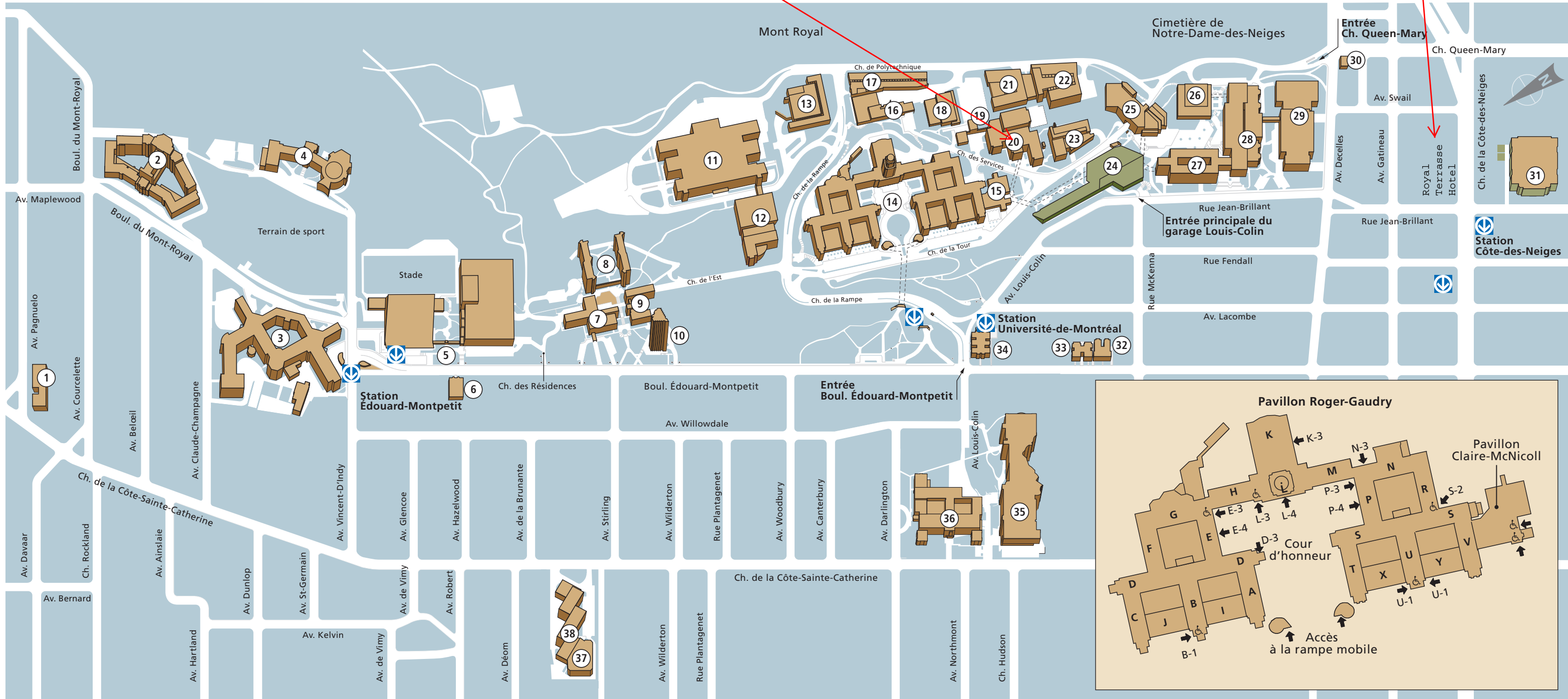
- 15 Pavillon Claire-McNicoll
- 16 Pavillon de la Direction des immeubles
- 17 Centre des technologies de fabrication en aérospatiale
- 18 Centrale thermique
- 19 Pavillon René-J.-A.-Lévesque
- 20 **Pavillon André-Aisenstadt**
- 21 Pavillon Jean-Coutu

- 22 Pavillon Marcelle-Coutu
- 23 Pavillon Paul-G.-Desmarais
- 24 Garage Louis-Colin
- 25 Pavillon Samuel-Bronfman
- 26 Pavillon Maximilien-Caron
- 27 Pavillon Lionel-Groulx
- 28 3200, rue Jean-Brillant
- 29 HEC Montréal – 5255, av. Decelles

- 30 3333, chemin Queen-Mary
- 31 3744, rue Jean-Brillant
- 32 3050-3060, boulevard Édouard-Montpetit
- 33 3032-3034, boulevard Édouard-Montpetit
- 34 2910, boulevard Édouard-Montpetit
- 35 HEC Montréal – Pavillon principal
- 36 Pavillon de la Faculté de l'aménagement

- 37 Pavillon Liliane de Stewart
 - 38 Pavillon Marguerite-d'Youville
- Royal Terrasse Hotel
 5225 Côte des Neiges

■ Stationnement pour visiteurs



1-1-5-15 / 10-07

HORAIRE / TIMETABLE

Mardi 9 juin 2009 / Tuesday, June 9, 2009

16:30	6 ^e étage / 6 th Floor	Inscription / Registration
17:00	Salon Maurice-L'Abbé (Salle/Room 6245)	Réception de bienvenue / Welcoming Reception

Mercredi 10 juin 2009 / Wednesday, June 10, 2009

08:00	6 ^e étage / 6 th Floor	Inscription / Registration
08:00	Salon Maurice-L'Abbé (Salle / Room 6245)	Petit déjeuner / Breakfast
09:00	Amphithéâtre (Salle / Room 6214)	Mot de bienvenue / Welcoming remarks Prof. Claude Comtois, Université de Montréal
09:10		Discours d'ouverture / Keynote address Drs. Gustaaf De Monie, Policy Research Corporation
10:00	Salon Maurice-L'Abbé (Salle / Room 6245)	Pause et réseautage / Break and networking
10:30	Amphithéâtre (Salle / Room 6214)	Présentations / Presentations
12:15	Salon Maurice-L'Abbé (Salle/Room 6245)	Déjeuner / Lunch
13:30	Amphithéâtre (Salle / Room 6214)	Présentations / Presentations
15:30	Salon Maurice-L'Abbé (Salle / Room 6245)	Pause et réseautage / Break and networking
16:00	Amphithéâtre (Salle / Room 6214)	Présentations / Presentations
19:00		Dîner en ville (optionnel et à vos frais) / Dinner in town (optional and own expense)

Jeudi 11 juin 2009 / Thursday, June 11, 2009

08:00	Salon Maurice-L'Abbé (Salle / Room 6245)	Petit déjeuner / Breakfast
09:00	Amphithéâtre (Salle / Room 6214)	Présentations / Presentations
10:30	Salon Maurice-L'Abbé (Salle / Room 6245)	Pause et réseautage / Break and networking
11:00	Amphithéâtre (Salle / Room 6214)	Présentations / Presentations
13:00	Salon Maurice-L'Abbé (Salle/Room 6245)	Déjeuner / Lunch
14:00		<i>Visite des installations ferroviaires intermodales du Canadien Pacifique / Visit to Canadian Pacific rail intermodal yard</i>
18:00		Cocktail et banquet / Pre-dinner reception and banquet

Vendredi 12 juin 2009 / Friday, June 12, 2009

08:00	Salon Maurice-L'Abbé (Salle / Room 6245)	Petit déjeuner / Breakfast
09:00	Amphithéâtre (Salle / Room 6214)	Présentations / Presentations
11:00		Mot de clôture et rappel / Closing address and follow up
Noon		Déjeuner en ville (optionnel et à vos frais) / Lunch in town (optional and own expense)

Programme / Program

10 juin 2009 / June 10, 2009

Keynote Address

09:10 Changes in World Trade Organization on the Maritime Transport Industry in the Next Decade and the Impact of the Current Crisis on Shipping and Ports

De Monie, Gustaaf, Policy Research Corporation

When last year I was asked by the organizers of this 'Workshop on Integrating Maritime Transport in Value Chains' to write and present a keynote speech on the 'Impact of Changes in World Trade Organization on the Maritime Transport Industry in the Next Decade', the topic seemed completely non-toxic. The global economic crisis, which has been triggered by an unprecedented financial crisis, has now taken on vast proportions. Already it has resulted in a generalized recession in all OECD countries and in most emerging economies. This has made writing a paper on world trade in the next decade particularly arduous and ungrateful. Indeed, the unprecedented economic downturn is fundamentally challenging the direction of future trade flows and the sense of present trade organizational arrangements. Dependable factors (the stability of the world's financial institutions, continuous and sustainable GDP growth, the reliance on the backbone economies of the OECD) and unfailing certainties (the supremacy of the market economy, the superiority of widely applied logistics concepts) are now put in question and contested if not opposed. At the time of writing this paper there are few predictions and projections that still carry much credibility. Thus to deal sensibly with the effects of changes in the world trade pattern, it is inevitable to investigate more in-depth the current and anticipated state of affairs regarding the world economy, the supply chain, the maritime transport industry, the ports and the terminal operations sector in order to identify the root causes for their present situation and possibly define workable solutions. This paper will therefore, after an analysis of the evolution of world trade between 1990 and 2007 look into the reason for the present dysfunctioning of the world economy and in particular of the three sectors that I intend to deal with in this paper. Subsequently, I will try to develop alternative scenarios for economic development and world trade and assess their impact on shipping and ports.

Trends and Challenges in Maritime and Intermodal Transport

Chair: Slack, Brian, *Concordia University*

10:30 Economic Cycles and the Organizational and Geographical Attributes of Global Value Chains: Is the Pendulum Changing Direction?

Notteboom, Theo, University of Antwerp
Rodrigue, Jean-Paul, Hofstra University

The underlying fundamentals that have propelled the growth of global trade over the last decades are being questioned. The collapse of asset inflation, the decline in debt based consumption, the overreliance on export oriented strategies and the associated trade imbalances are imposing stringent readjustments on freight distribution systems and the

global value chains they support. Yet, from a business cycle perspective periods of growth are commonly followed by adjustment phases where misallocations are corrected, particularly if based on credit. Thus, the wave that has led to impressive growth figures in transport demand may shift towards a new paradigm that could have substantial consequences on the operating conditions of maritime shipping companies and transport terminals. This paper will explore the ramifications that the readjustment of global imbalances entails over three issues.

The first ramification concerns the dichotomy between integration and disintegration within value chains. To what extent are companies (shipping lines, terminal operators, etc.) reevaluating their involvement in other segments of the logistics spectrum? In other words, has the process of vertical integration in the logistics business come to an end, or alternatively, are revised forms of coordination and integration emerging?

The second ramification involves how the forces behind the added value creation process are reconciled with the debasement of value chains through competition and efficiency improvements. While the value capture process is a much sought after effect, particularly by gateways between major systems of circulation, to what extent this value can be diluted by diminishing returns?

The third ramification pertains to the duality between concentration versus deconcentration, particularly in terms of ports, gateways and corridors. The last decade has been the object of a process of traffic concentration, but this concentration consistently involved opportunities for smaller ports and inland terminals to capture additional traffic as containerization diffused geographically and functionally. In an environment where traffic is likely to stabilize and even decline would additional concentration at major gateways and corridors accelerate as shipping lines rationalize their services?

The above issues combined should provide an answer to the pressing question: is a turning point (paradigm shift) in the making in global freight distribution and value chains, or are we witnessing nothing more than a temporary market correction that will not have a major impact on the logistics trends of the past few years?

11:35 Carriers' Role in Opening Gateways: Experiences from Major Port Regions

Frémont, Antoine, INRETS
Parola, Francesco, Parthenope University

Over the last 15 years container ports experienced a dramatic increase in throughput. Such growth imposed a tremendous pressure to gateway ports which, despite the enormous financial efforts in new infrastructures and the success of the reform, found difficulties in keeping the pace of maritime traffic flows. In turn, this emerging bottleneck had an impact to top carriers willing to exploit the opportunities given by the rise of container trade.

Therefore, despite the growing vessel size and the economic need of concentrating traffic flows in a smaller number of ports per range, shipping lines needed to geographically expand their offer and to multiply their entry points in high-growth regions such as North America, Far East and Northern Europe.

In relation to that, the paper aims at investigating the development of major port ranges. In order to analyse such changes, we will use the WCTC (Weekly Containerised Transport Capacity) database. Our database gives information about the capacity in TEUs provided by shipping lines and alliances in each port on a weekly basis for the three following years: 1994, 2002 and 2006. For 2006, the database also gives information about the container terminals called by shipping lines' services in each port.

The analysis of maritime strategies of top shipping lines revealed their behaviour in selecting ports as well as in building new corridors in congested port regions. The database enables to highlight the evolution of the port hierarchy per range and per shipping line. The application of statistical indices (Gini coefficient, correlation index, etc.)

allows to demonstrate how leading shipping lines concentrate their operations in dedicated ports/terminals, sometime in close relationships with terminal operators. In fact, the study of the evolving relationships carrier-stevedore in ports also showed the various regional focus of shipping lines in selecting container handling suppliers as well as partners in port equity ventures. The analysis also reveals that this process is very differentiated, depending both on the ranges and on the shipping lines or alliances.

Finally, the application of the life cycle theory to ports will also allow to depict some typologies of development in leading gateway regions.

Measurement and Benchmarking Supply Chains

Chair: Hall, Peter V., *Simon Fraser University*

13:30 **Measuring Port Performance: Lessons from the Waterfront**

Comtois, Claude, *Université de Montréal*
Slack, Brian, *Concordia University*

The problems of measuring port performance have become an important academic and operational challenge over the last two decades. Academic research has been primarily concerned with methodological issues, in particular the application of a set of evaluations based on quantitative techniques. The goal has been to provide means of comparing port performance, most typically based on parameters relating to container traffic. More recently, some port authorities and government agencies have sought to develop key port performance indicators (KPPIs) as a means of measuring port performance. While this KPPI approach has been developed mainly for container shipping too, it has largely ignored the academic research, partly because the variables used in the quantitative have been found in many cases not to realistically measure performance, and also because it is now widely accepted that KPPIs cannot be used to compare ports because local operational conditions vary greatly. In this paper we explore the problems of developing indicators of performance, particularly with reference to bulk traffic. We draw on recent Canadian experience in developing such measures. We prefer using the term Key Port Utilization Indicators (KPUIs) and describe some of the lessons in trying to develop and apply such measures. We conclude by discussing some of the lessons drawn from these operational approaches that might be useful for academic quantitative research.

14:10 **Improving Port Performance: From Serving Ships to Adding Value in Supply Chains**

Beresford, Anthony, *Cardiff University*
Woo, Su-Han, *Cardiff University*
Pettit, Stephen, *Cardiff University*

Traditional measures of measuring port performance have focused on servicing ships, cargo handling and equipment and asset utilisation. While these measures remain valid, and in many cases important, they now explain only part of the *raison d'être* of ports. Of all supply chain participants, ports face some of the most diverse challenges as they adapt to new commercial environments. These include the introduction of supply chain management, global sourcing, logistics outsourcing and new flexible business practices. To cope with these challenges, ports have adopted a variety of new strategies. One of the main strategies which is of particular interest is the integration of ports into the supply chain through activities such as value-added service provision, cooperation with other supply chain members and intermodal service intensification. However, integration does

not take place equally in every port and the degree of integration varies by cargo type, trade flow and the wider range of overall commercial requirements.

This paper focuses firstly on the degree to which ports are integrated into supply chains and secondly on the impact of port performance on overall logistics effectiveness. A conceptual model is presented which explores the relationship between port supply chain integration and performance. Traditional measures of port performance are reviewed in order to provide a context for the conceptual model. Primary investigation in the form of semi-structured interviews forms the core of this research. The subjects of the interview programme were academics and representatives of port operating companies and port authorities. The findings suggest that ports are positively integrating into supply chains in order to acquire competitive advantage and perhaps to diversify their portfolio. It is also shown that integration of ports into supply chains takes place to different degrees and in different ways, driven by a variety of motives.

14:50 Key Interactions and Drivers towards Port Users Satisfaction

Pallis, Athanasios A., University of the Aegean
Vitsounis, Thomas K., University of the Aegean

This paper focuses on the rather under-researched port performance variable of port users' satisfaction. Ports that jockey to strengthen their position within supply chains need to systematically monitor that port activities serve efficiently and effectively the interests of their users. A users' evaluations of the services and processes they are enjoying by the use of the port would add to the comprehensive assessment of the overall port performance. Contributing towards this end, this paper reveals the structures of the key commercial and/or operational interactions that take place in a container port and identifies the drivers that lead to the involved users satisfaction by the services provided. A qualitative field research involving semi-structured interviews with port stakeholders in four international European ports (Antwerp, Piraeus, Thessaloniki and Zeebrugge) led to the construction of two distinctive settings of port interactions, each of them associated with distinctive satisfaction drivers. Before the presentation of these results the paper discusses a conceptual framework towards a 'users satisfaction and value' measurement. This discussion establishes how this study contributes in the structuring of an overall balanced Business Performance Measurement (BPM). The final section provides concluding remarks on the empirical research findings.

Value Added in Logistics Supply Chain

Chair: McCalla, Robert J., *Saint Mary's University*

16:00 Port, Corridor, Gateway, Chain or Some Other Basis of Agglomeration: Exploring the Geography of Advanced Maritime Services

Hall, Peter V., Simon Fraser University
Jacobs, W., Erasmus University Rotterdam

Despite containerization, automatization and corporate consolidation, seaports and associated freight handling activities still generate considerable employment and business activity. As maritime ports have been re-scaled through these processes, the geographic location of port-related activity has shifted from the waterfront into wider metropolitan regions. Most research up to now has focused on the direct jobs in the traditional goods-handling transport sub-sectors within the gateway regions. What about employment in high-skilled and advanced service functions? Do advanced transportation services firms such as ship finance, insurance and maritime law, and logistics consulting also concentrate within gateway cities? Or do they agglomerate on some other basis? The stakes in these questions are of vital importance to gateway regional economies

because they concern highly skilled and value-adding activities. We examine these questions in the United States and Canada, using various firm and employment databases. These data are rough, but they do allow us to address future avenues for research and strategic policy-making.

16:40 Transport and Logistics: Separating Fact from Fiction

Gouvernal, Elisabeth, INRETS
Lavaud-Letilleul, Valérie, University of Montpellier
Slack, Brian, Concordia University

Transport hubs have become a very distinctive feature of contemporary container shipping. Instead of providing direct services to all markets, shipping lines have developed hub and spoke networks to serve as wide a set of markets as possible and to maximize the deployment of their largest ships. As a result, transshipment hubs have been established at strategic points around the world, and it has been argued that these hubs will develop as growth poles, attracting logistics activities to promote economic development. This paper critically examines this relationship. It argues that shipping hubs respond to the demands of the carriers by enhancing connectivity to smaller markets and maximizing economies of scale in shipping. Logistics hubs, on the other hand, are a response to the demands of production systems that are centered on the efficient distribution of goods. They are designed to raise the value added to the material being handled. The interests of producers and distributors are paramount, and involve the optimal organization of production chains. Can these two concepts of hubs, one based on transport companies the other on goods flows, coexist? Can shipping hubs produce the employment and regional economic development opportunities that are frequently claimed? Do such port development projects justify the investment of public funds? What is the most pertinent form that this public support can take (tax exemption, investment in facilities...). How do the terms of the contract of concessions articulate public and private interests? This paper examines these issues and argues that the pertinence for public involvement depends on the very specific spatio-temporal context of each case (the territory where they are located and the length of usage which one wants to consider).

11 juin 2009 / June 11, 2009

Montreal Transportation Industry Perspective

Chair: Slack, Brian, *Concordia University*

09:00 Railways in Value Added Chains: Trends and Challenges in North America

Piovesan, Gianni, Canadian Pacific Railway

09:30 Inland Port and Value Added Chains

Dagenais, Daniel, Port of Montreal

10:00 Open Floor Discussion Led by Session Chairman

Canada in Valued Added Chains

Chair: Hall, Peter V., *Simon Fraser University*

11:00 **Co-ordination in Multi-Actor Logistics Operations: Challenges at the Port Interface**

Heaver, Trevor, University of British Columbia

The main purpose of this paper is to aid efforts to improve relationships among actors in ports by explicit identification of the types of strategies that may be followed by public port authorities. The paper reviews briefly the reasons that co-ordination among the actors is difficult and then examines the actions that have been taken in Vancouver, British Columbia, to improve co-ordination. The review is done by summarising publicly known initiatives, primarily by the port authority of the day and, more recently, by governments. Synthesis of the actions of the port authority results in a characterisation of the possible interventions by a port authority into three functional roles. They are promotional, operational and regulatory or contractual. While the port authority in Vancouver has participated in operations beyond its traditional role, its influence over the port community, beyond its investments in port infrastructure, are like other public ports, through its ability to foster changes in behaviour by other actors in the port community. The focus of change is on the visibility along the chain. However, the nature of contractual relationships is also important but less subject to influence by the port authority. To date Port Metro Vancouver has been more effective in getting participation of "local" actors (terminal companies, inland carriers and freight forwarders) than shipping lines or major shippers although they, too, affect performance of the gateway community.

11:30 **Perspectives on Integrated Container Transportation: The Canadian Example**

McCalla, Robert J., Saint Mary's University

The term, integration, has many applications. As a way to introduce integration in the context of container transportation I take my lead from two recent academic articles: Hull (2005) and Hesse and Rodrigue (2004). The former discusses integration related to transportation planning; the second places integration of transportation and logistics into the spectrum of supply chain management.

The recent review of containerized freight traffic and container ports in Canada by the Senate Committee on Transportation and Communications gives insight into how integrated container transportation is viewed by interested parties. This paper is an analysis of both the evidence heard by the Committee and the conclusions and recommendations made in the final report released in June 2008. It was the most comprehensive government review of containerized freight in Canada's history.

The paper identifies five themes of integrated container transportation coming from the review:

1. Related to transport planning and policy
2. Related to supply/logistics chains
3. Related to intermodality/ transport systems/ transport networks
4. Related to social and/or environmental concerns
5. Related to economic development

No one theme dominates, but the first three were more comprehensively represented by witnesses than the last two. However, a failing of the representations was the tendency to take a local and modal view rather than a national integrative one. This tendency was

recognized in the final report: ““We believe that communication and coordination among all players in the system are extremely important to achieving a seamless transportation network. Without this, stakeholders are not participating to the fullest in an integrated system but rather, they are operating in their own particular silos” (Senate Committee of Transport and Communications, 2008, 75). To address this deficiency a major recommendation of the Committee was to establish a National Gateway Council to bring stakeholders – governments and logistics providers – together to enhance communications in order to bring about efficiencies and market Canada’s container transportation to the world. By so doing the perspectives of both Hull and Hesse and Rodrigue would be represented. Not only would Hull’s view of integrated transportation planning be addressed, but it would be focused on Hesse and Rodrigue’s integrated transportation within the context of supply chain management.

12:00 Trade Corridors and Gateways an Evolving National Transportation Plan

Ircha, Michael C., University of New Brunswick

For many years, the Canada’s transportation industry has called on the federal government to develop a national transportation plan to rationalize the country’s freight movement network. It was expected that Transport Canada would prepare a national plan to resolve differing national and provincial truck weights and dimensions, taxes for road and rail, intermodal integration and so forth. The constitutional difficulties involved in rationalizing federal-provincial jurisdictions coupled with significant human resource constraints in Transport Canada have prevented this major initiative from occurring.

The recent establishment of trade corridors and gateways beginning with the Asia-Pacific Gateway and Corridor Initiative and extending to the Ontario-Quebec Continental Corridor and Gateway and the Atlantic Gateway may provide a “bottoms-up” approach to devising such a national transportation plan. These major trade corridors have overlapping geographic areas covering all of Canada’s southern and most populous regions.

This paper proposes a hierarchical structure of local, regional and national gateway councils comprised of private transportation providers, users and others. Each council could provide guidance and direction on priority transportation infrastructure and service requirements to devise strategies to deal with local, regional, national, continental and international transportation needs to enhance Canada’s global trade. Defining and prioritizing Canada’s transportation infrastructure investment and service needs could form the basis of a national transportation plan – one that rationalizes strategic transportation infrastructure investments to improve trade flows through Canada and into the US.

12:30 Building Value into Transport Chains: The Challenges of Multi-Goal Policies

Guy, Emmanuel, Université du Québec à Rimouski
Lapointe, Frédéric, Université du Québec à Rimouski

In this contribution we consider the gateways and trade corridors initiative in Canada as an element of the overall policy framework in support of the maritime sector. For this exploration, we start from a set of particular characteristics of the policy making that focuses on the play of power among stakeholders as it is expressed through problem definition and objectives selection. Looking into the case of gateway initiatives within the St. Lawrence Great Lakes system, we observe it as spurred a wide encompassing consultation. We suggest that if it has lead to a comprehensive identification of practical problems, so far it has produced little to reach beyond the addition of all stakeholders’ positions. No fundamentally new or clear levers have emerged yet to achieve the targeted truly intermodal and integrated model.

12 juin 2009 / June 12, 2009

International Comparative Studies

Chair: Slack, Brian, *Concordia University*

09:00 **Hinterlands, Port Regionalisation and Extended Gateways: The Case of Belgium and Northern France**

Charlier, Jacques J., University of Louvain-la-Neuve

Extended gateways are seen by the Flemish Institute for Logistics as one of the solutions to alleviate congestion at major container ports. In short, the idea is to develop at a series of key locations along the trade corridors between these ports and their hinterlands as well as at the heart of the latter, a few logistical centres to and from which containers will be shuttled by barge and/or rail transport. These extended gateways could be seen as functional satellites of the said seaports, wherein they could even invest directly or indirectly (through their main private terminal operators and/or logistical players) in order to strengthen the links with these technical and logistical bridgeheads in their continental hinterlands.

In France, the adaptation of the concept has been slow and, actually, the first major example is an extended gateway serving primarily the *Benelux* seaports of Rotterdam, Antwerp and Zeebrugge. This extended gateway is located in the Nord - Pas de Calais region, and is organized around the river port of Lille and the nearby trimodal logistical centre of Dourges. These two facilities are also serving the French seaports of Dunkirk and Le Havre, but to a lesser extent, and they are mainly seen as Trojan horses on French ground for the Benelux seaports. And in Eastern France, the same is true for Strasbourg, Alsace, thanks to the Rhine river that has always been (along with its subsidiary the Moselle river) the natural trade corridor to or from the sea for this part of the country.

However the main French seaports are now adapting this imported concept in order to try to catch up some of the ground they lost in the last decades. On the one hand, they are strengthening their dominant position in the Ile-de France region for Le Havre and in the Rhône-Alpes region for Marseilles, by arranging high capacity river and rail shuttle services in the Seine and Rhône rivers, respectively; the Gennevilliers port (to the West of Paris) and the Port Herriot (to the South of Lyons) are the two main tools for this consolidation strategy. And on the other hand, similar functional satellites are planned along the forthcoming Seine-North canal (in between Paris and Dourges) and along the Rhône-Saône corridor, in order to serve Le Havre and Marseilles, respectively. But currently, nothing is seriously considered outside the French territory, even if this seems to be, in an academic perspective, the next logical step; if this happens, such extended gateways oriented (primarily or partly) towards the main French seaports should logically be envisaged in regions like the Belgian Hainaut as well as Baden-Württemberg or even Bavaria in Germany.

09:40 **Benchmarking the Integration of African Corridors in International Value Networks**

Pelletier, Jean-François, IPER
Alix, Yann, IPER

In December 2008, the African Development Bank (AfDB) announced that its discussions with the Libyan authority surrounding the African integration process were advancing well. Amongst the major projects in the pipeline to reach these goals, the construction of a highway between the Libyan border and southern Niger is believed to hold

considerable potential by the Leader of the Libyan Jamahiriya. Considering Muammar Qaddafi's position on the creation of the *United States of Africa*, these corridor development plans suddenly become pragmatic continental integration tools capable of federating Nations. After all, is that not one of the structuring effects of the construction of railroads in North America during the 19th century? In the African case, the political outcomes on this can only be speculative but for the stakeholders of economic development in Sub-Saharan Africa (SSA), these plans foster many expectations.

Academic value network literature stresses on the fact that the capability of businesses to successfully respond to customer requirements is now largely based on inter-network relationships (Christopher, 1998). This paradigm can be extended to corridor management where stakeholders have to adopt a collaborative approach in order to provide maximum value to entire supply chains. This is reached notably through superior capacity, visibility, reliability, flexibility and efficiency. Otherwise, competing corridors capable of offering better value to customers are selected. For many African corridors, these leading-edge capabilities remain theoretical concepts. The consequence is that many regions remain difficult to access and many economies are considered to be on the margin of international value networks.

By positioning itself as the leading solution in/out of SSA through superior service, can the Libyan gateway/corridor provide the winning conditions for many African resources to finally integrate international value chains? Even with a superior service offer, can the Libyan gateway/corridor compete against existing solutions and at what costs? Finally, how does the maritime transport component fit in this equation? This paper tries to answer to the previous questions by benchmarking four African gateways and corridors leading into Chad and Niger by applying a relatively simple methodology to the specificities inherent to sub-Saharan Africa.

10:20 Entrepreneurial Region and the Gateway-Making in China

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While places such as Hong Kong-Shenzhen, Shanghai-Ningbo have been already ranked among the top and largest logistics zones with effective maritime and air transport gateways and hubs, other regions in China are much left behind. This paper argues from a glurbanisation (Jessop and Sum 2000) perspective, that the state at regional level (province) has the 'institutional resource' to build and promote gateway places in the post-reform China. Cases such as Guangxi and Fujian are used to illustrate such a gateway-making process. Through a discourse of this process, we argue that in the case of China, where the maritime linkages and trade pattern are so unevenly distributed along its coast, an entrepreneurialism regional fix by making large gateways and maritime hubs is a practical means to redirect development to the underdeveloped regions. The effectiveness of such a practice is however yet to be seen.