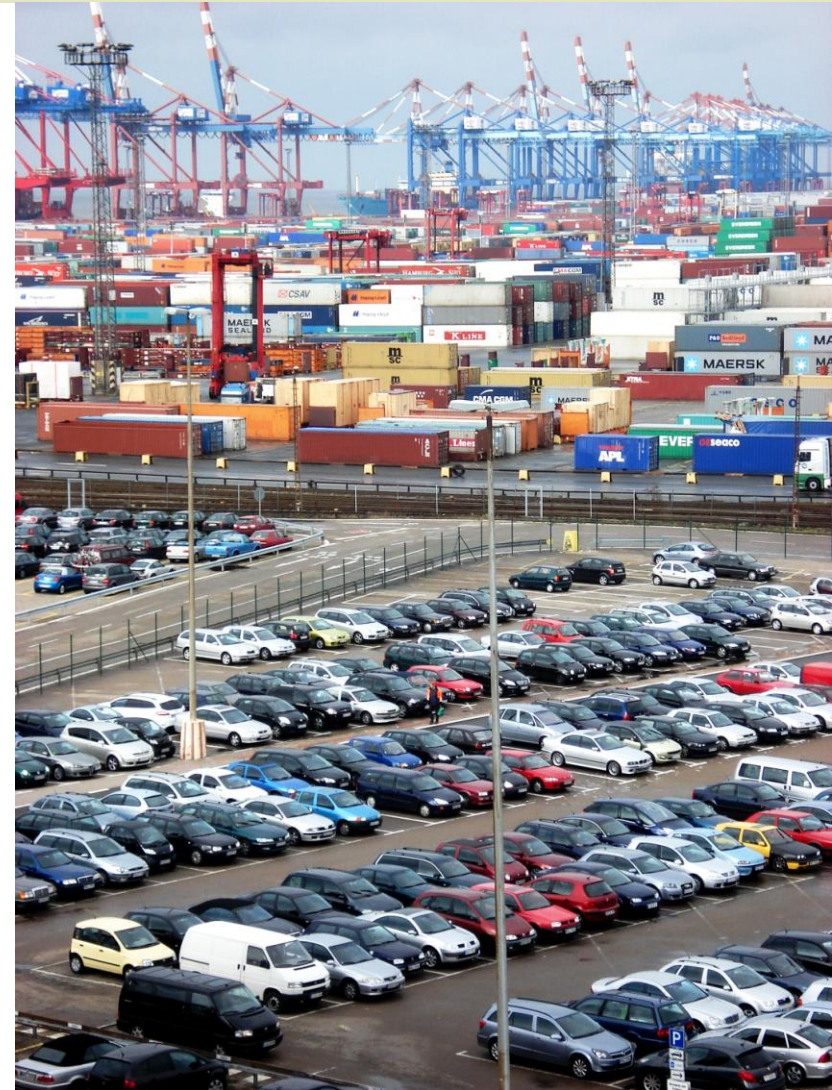


# Managing growth and expansion under increasing restrictions – the case of the Bremerhaven ports

1. The general problem – Port expansion in an extremely difficult environment
2. Strategies and solutions – Control over logistic chains and improving vertical and horizontal co-operation
3. Examples – Extension of Container Terminal and the new Off-Shore Port
4. Conclusions



# 1. The general problem – Port expansion in an extremely difficult environment

The ports of Bremerhaven in 2008: 60 Mio t cargo in total; including 2,1 Mio cars (growing importance because of added value)

5,4 Mio TEU Container



Automobiles



Bananas



Containers



and:

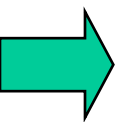
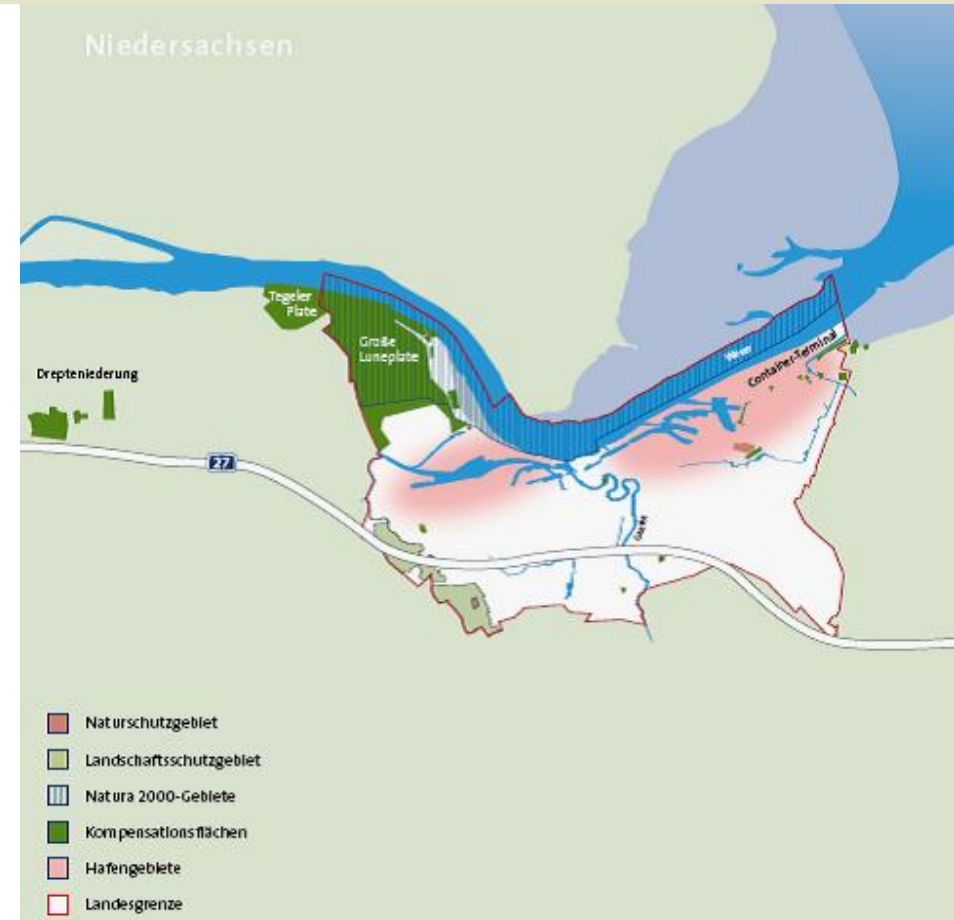
- remarkable amounts of bulk and other cargo
- passengers (92 departures of cruise ships)

# 1. The general problem – Port expansion in an extremely difficult environment

Extremely restricted conditions for port development:

**Increasing demand for port capacities, but**

- No space available
- Limited budgets
- High degree of regulation
- Increasing environmental constraints
- Increasing opposition
- Long planning processes



**Both, general economic and societal development and particular local conditions create an extremely challenging situation for port development**

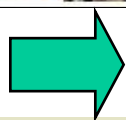
## 2. Strategies and solutions

### a) Bringing logistic chains under control

Transshipment: 3,4 Mio TEU

Hinterland transportation: 2 Mio TEU

- Rail
- Road
- Waterways



**Partnership and co-operation is needed**

## 2. Strategies and solutions

### b) Improving vertical and horizontal co-operation at port location by



- **Privatisation**
- **Public-Private-Partnership**
- **Joint Ventures**
- **Negotiation and contracting with various stakeholders**
- **Different kinds of compensations for affections and disadvantages**

# 3. Examples

## a) Extension of Container Terminal

(new CT 4: about 100 ha; 1.700 m length; 440 Mio € investment; finished in 2008; 14 months earlier than planned)

Factors for success:

- Early and full information
- Transparent planning process
- Sensible operation during the construction phase
- Generous individual compensation
- Overcompensation of environmental constraints



# 3. Examples

## b) New Off-Shore Port

(in 2008 concession for 20 new off-shore wind-energy-parks by national government; estimated amount of investment about 20 billion €, home base for construction and transportation is needed very soon; Bremerhaven is already the most important centre for research and construction of wind energy equipment)



### Problems:

- Heavy loads; large draught needed
- Investment exceeds by far public budgets
- Many environmental and legal problems
- Exceptional approval of EU is needed

# 4. Conclusions

Competition between ports and port companies will also in future be a major driver for development, **but successful port development needs a new balance of competition and co-operation:**

- inside each port (port community, local networks)
- substantial balance of interests between various stakeholders
- Multi-level and multi-dimension governance
- Professional management of public relations, networking and partnerships
- and (sometimes) even partnerships with competitors



## Regional

Behörden  
Natur- und  
Umweltschutzverbände  
Nationalpark  
Niedersächs. Wattenmeer  
Wirtschaft

## National

HTG

## Europaweit

ESPO  
ECOPORTS

## International

PIANC  
IAPH  
WPCI



## 4. Conclusions

**Final message:**

**Port development today needs a very ambitious professional management of co-operation, networking and partnerships**

