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COMPETING THROUGH PORT-CITY ANIMATION

Partnerships for port development
Return of investment through port animation

How Rotterdam’s realises shared value through port ecosystem services

The case of the Offshore Experience

By Maurice Jansen

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Rotterdam’s port ecosystem, a vast area

How to keep the community engaged?

The port has literally separated from the city (40 km), while the offshore industry (wind, oil&gas, decommissioning, etc) is even beyond the horizon.

Additionally, human factor is disappearing from the portscape.

Port-city development primarily driven from economic motives

Source: Maurice Jansen ©

Today’s ports approach development primarily from an economical perspective, neglecting the community foundations on which ports are built.
Why are partnerships so important for ports?

Anger and anxiety or Willingness to move ahead

There is a bottom up movement coming to surface that can either become reactive or proactive.

Engaging with the community is paramount

Offshore experience: eye on the future

- Ageing professionals in the sector “Bringing offshore ashore”
- Offshore out of sight of youngsters
- Highly innovative, good job opportunities
- Need to inspire younger generations
- Awareness of ‘doing good’ for society, take away misperceptions of the offshore industry as being dirty, and floating on fossil energy
- Industry did not do much to change that image.

A maritime museum is an excellent place to connect past to present, and inspire the future generations.

https://www.youtube.com/watch?v=wsVNHD0sFVA

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What is in it for the companies?

Why do these companies cooperate in community engagement?

“The Offshore Experience is an excellent way to inspire young people for choosing a technical profession” CEO Heerema Marine Contractors

“Show how we can tackle the challenges in the maritime industry with innovating technology” CEO Royal IHC

As a pioneer in floating production platforms, we take pride in sponsoring the Offshore Experience so that everyone can experience the offshore industry (SBM Offshore)

The sea has always been a source for prosperity, also for offshore energy. (CEO Bluewater Energy)

Proud of the trendsetting role of the Dutch maritime industry. That connects us all. (CEO Allseas)

Our shared objective is to motivate and inspire young people for the offshore industry (Managing director, Maritime Museum Rotterdam)

To establish an adventurous exhibition where young and older generations can experience the offshore industry (Chairman, STC-Group)

Partnership STC-Group – knowledge crossovers

• Scarcity in-flow of professionals
• Practical classroom in a museum setting
• Students STC get regular lessons within the Maritime Museum

• OE brings the offshore industry on the radar of youngsters having to choose a (vocational) education
• STC provides in return knowhow on simulations and simulators
• Students are better equipped: better mix theory and practice.
Tracking use and understanding of simulators

Return on investment works two ways

Shared value cycles through experiential learning

Through joint investment in learning centres, both students, lecturers, businesses benefit, through crossovers of knowledge, joint development and more frequent interactions.
Conclusion: ROI of port animation

- **Sense of place** connects all actors in the port ecosystem
- When it comes to *quantifying the ROI*, this assumes there are only economic returns. In the context of port-city, the word ‘crossovers’ is better, *mutual returns* for both.
- When talking about a return on investment, one has to wonder *who is investing* in what and what *resources* are available to make an investment, not just economic capital.
- There need to be other *sources of capital* available as well: *human* capital, *cultural* capital and *social* capital. These are the *hidden* treasures of the community.
- *Actors* have to see the shared value *possibilities* as a collaborative effort.

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**Port-city development based on ecosystem services**

Source: Maurice Jansen ©
Food for thought

The assumptions I have is that

1. such stocks of capital can only be unlocked if institutions are in place (such as schools, museums, port centres, annual events such as maritime days or heritage events) and

2. there are (collaborative) mechanisms in place that support the exchange of these sources of capital that in the end unlock value that otherwise would have been locked inside individual organisations

Join our research

How can inclusive public-private port partnerships contribute to a more balanced way of port-city development in which local partners can capture the long term value coming from knowledge and skills transfer between partners?

- A desk study on port-city crossovers as as well as a survey among port-cities, city governments and port authorities.
- The aim is make an inventory of the strategic intent towards collaboration on policies and programmes that foster positive externalities and resolve the negative ones as well as the capital (natural capital, human capital, cultural capital, social capital) that can be utilised in the process.
- Action research will be conducted by means of a serious game. A game called Port Constructor is currently being developed – made possible by SmartPort – and will be used to assess how port stakeholders make their decisions when faced with the port paradoxes. The Game will be used in action-research during training programmes with targeted audiences in port authorities and city governments across the world.
- Furthermore, case studies will serve to illustrate how these mechanisms work in reality. At present these case studies have been identified, but not yet worked out in detail.

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The Partnerships Resource Centre (PcC) is a specialist research centre at Rotterdam School of Management, Erasmus University. The PrC envisions a more sustainable and inclusive world in which business, civil society and governments each play an important role to create collaborative and inclusive solutions for complex societal issues. It connects scientifically sound research and practitioner experience of cross-sector partnerships to aid sustainable and inclusive development.