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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



Rotterdam's port ecosystem, a vast area

How to keep the community engaged?

The map shows the Rotterdam port area (indicated by a red oval) and the city (indicated by a blue circle). A double-headed arrow between them is labeled '40 km'. A legend on the right shows a blue circle for 'City' and a red circle for 'Port'. The map also shows various port facilities and infrastructure.

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 ©

The flowchart illustrates the economic cycle of port services. It shows four stages: Port construction, Commercial development, Re-development / revitalisation, and Return to society. Each stage has a 'Demand' and 'Supply' bar with a dollar sign. Arrows indicate the flow of 'Lease', 'Fees', 'Lease', 'Sell', and 'Renew' between stages. Above each stage is a circular icon representing a flow: Capital flow, Cargo handling earnings flow, Capital flow, and Scrap revenues flow.

Today's ports approach development primarily from an economical perspective, neglecting the community foundations on which ports are built.

STC-GROUP

Why are partnerships so important for ports?

Anger and anxiety



or

Willingness to move ahead



port strategy @portstrategy · Nov 11
What exactly does the #Trump presidency mean for the port industry?...bit.ly/2eKmb8Q

Greenpeace @Greenpeace · 23h
Great news! 47 developing countries commit to going renewable 🇺🇸
#COP22 #WeWillMoveAhead

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

Engaging with the community is paramount

STC-GROUP

Offshore experience: eye on the future

MARITIEM MUSEUM

- **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.**



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

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

STC-GROUP MARITIEM MUSEUM

What is in it for the companies?

Making stories together that connect, not divide



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)

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

STC-GROUP MARITIEM MUSEUM

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



JONG GELEERD
Niet alleen het STC zal de Offshore Experience gebruiken als opleidingslocatie. Onderzoek heeft aangetoond dat interesse voor techniek of moet worden aangewakkerd voor het technische beroep. Beroepsopleiding, maar ook scholen in het voortgezet onderwijs, worden erdoor met de vraag hoe ze hun techniekonderwijs vorm kunnen geven. Een bezoek aan het Maritiem Museum en de Offshore Experience biedt de oplossing. In een uniek en spectaculair leerproces.



EEN UNIEKE KANS OM JONGE KINDEREN OP EEN UITDAGENDE MANIER TE ENTHOUSIASMEREN
JAN PIETER KLAVES – CEO HEEREMA MARINE CONTRACTORS

MUSEUM ALS ONDERWIJSLAB
SAMENWERKING MET STC-GROUP

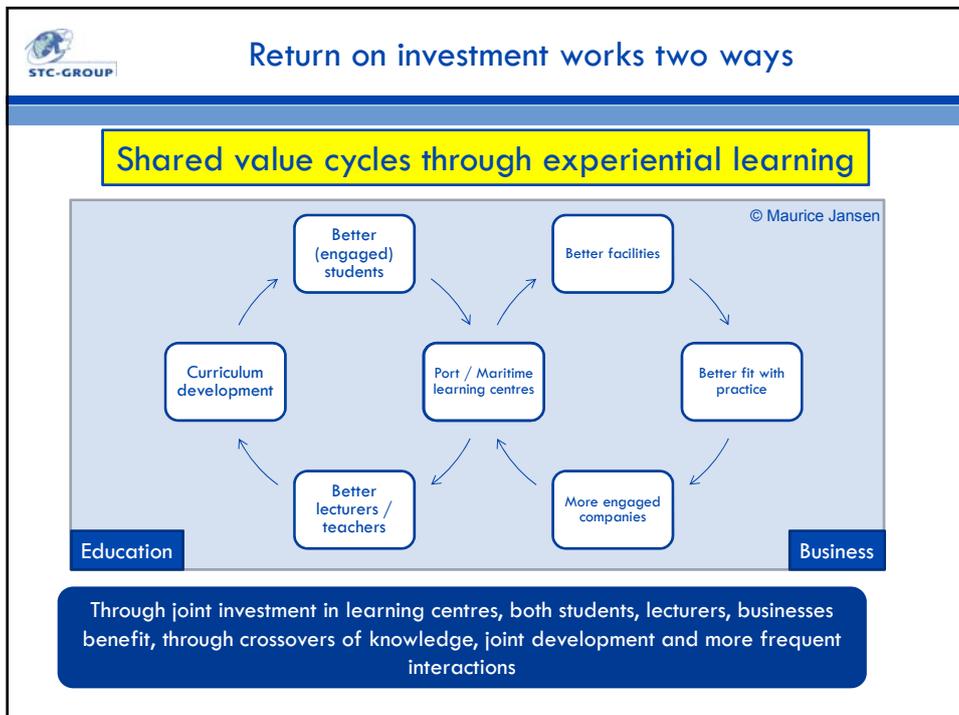
- OE brings the offshore industry on the **radar** of youngsters having to **choose a (vocational) education**
- STC provides in return **knowhow** on **simulations** and **simulators**
- Students are better equipped: better **mix theory and practice.**

STC-GROUP

Tracking use and understanding of simulators

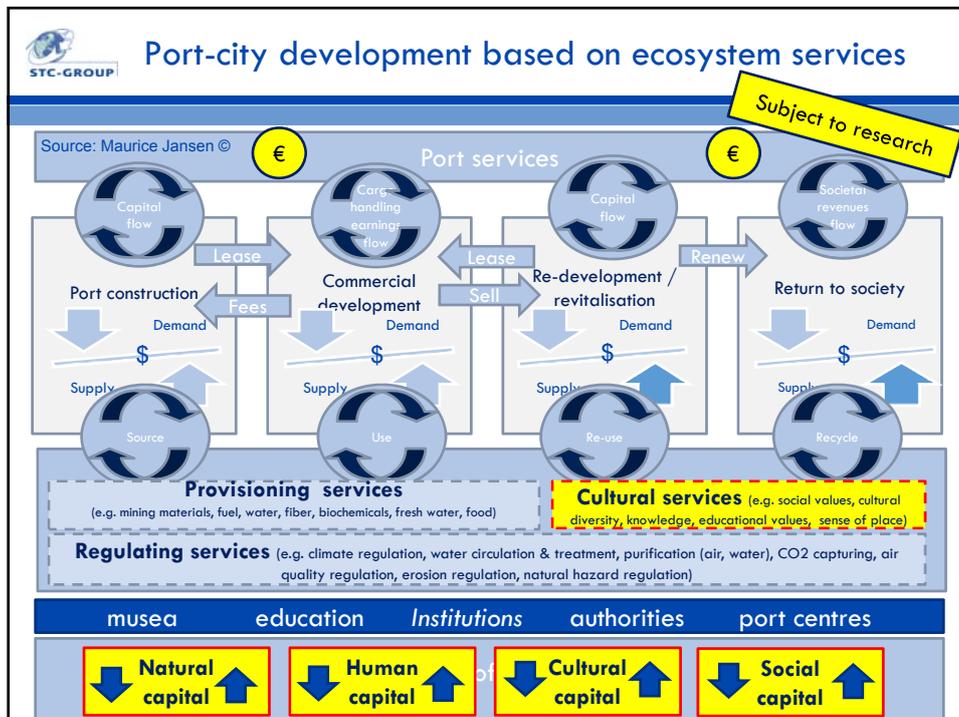
MARITIEM MUSEUM

The collage includes: a photograph of the Maritime Museum building; a simulator control room with a person at a console; a large model of a ship; and a smartphone displaying the 'Ontdek de Museumhaven' app interface.



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





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 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 stakeholder 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 (PrC) 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



UITGELICHT VOLGEND ONTDEK

PARTNERSHIPS FOR PORTS IN DEVELOPMENT

This Magazine brings news together on partnerships for port development, cross-border between ports and in emerging and transitioning economies.

✓ Volgend

