



LEVER FOR A SUSTAINABLE FUTURE

BUSINESS PLAN 2018 2020

The purpose of this business plan is to prepare the Antwerp Port Authority for the future. In order to do so we have defined a number of very concrete action plans that should enable us to be flexible and resilient in an unpredictable world which is developing at a relentless pace.



In these turbulent times it is our mission to offer a safe home port and to act as a lever for stakeholders that spot opportunities and wish to engage in the face of numerous challenges. To achieve this mission the Port Authority must alter its contribution to the different roles it fulfils within the port platform.

1 WHERE DO WE STAND?

As an acting landlord and site manager we need to be more specific in allocating different sites within the port. We should not hesitate to question whether a concession is to contribute to sustainable supply chains and whether in the long term particular industries sufficiently contribute to the creation of added value.

As a platform operator we should not limit ourselves to making shipping traffic management and nautical services more efficient. We should also make them more sustainable. Moreover, as a regulator we will continue to lay down necessary guidelines, clear rules and agreements with the objective of offering a predictable framework for our customers.

Yet the biggest shift we aim to achieve in the coming years relates to our role as community builder. The Port Authority's operations are not segregated from the rest of the world. We should engage with all of our diverse stakeholders more actively in order to initiate and realise concrete solutions.

In addition as community builder we – the Port Authority – aim to be pioneer smoothing the path for innovation while investing in those areas in which the market has not developed yet. Even if this implies committing to initiatives without a clear earnings model. As such, in the coming years an increasing number of investments will be directed towards future-oriented solutions, not simply hard infrastructure.



2 WHERE DO WE WANT TO GO TO?

In the next few years we will need to achieve more while using no more than the current set of scarce resources. Yet we are convinced we can achieve this transition by concentrating on a number of well-defined strategic priorities.



SUSTAINABLE GROWTH

Our first priority is “sustainable growth.” Managing and developing sites and infrastructure remains one of our core tasks and forms a significant source of income. Although the port is to be increasingly confronted with its physical boundaries there are still possibilities for growth. We will expand by providing additional container capacity (ECA) and by developing intensive collaboration with the port of Zeebrugge (MBZ).

Moreover we will ensure that the available sites within the existing port are used as efficiently as possible. We will be carrying out an assessment based on various parameters and will make appropriate adjustments. We will be defining future-oriented means of usage for the Churchill Industrial zone, the Verrebroek dock area and the Schijns Logistics Park.

We are to modernize the concessionary agreement framework in order to fortify the port cluster. Additionally for port users, it is of utmost importance to achieve unity of management on both banks of the river Scheldt.

Nonetheless we wish to continue attracting and retaining new cargo streams by expanding our presence in the foreland and hinterland.

This will be achieved by installing a more targeted and integrated customer management process and by investing in market knowledge and analytical skills within our own organisation.



MOBILITY

A second priority is the urgent matter of mobility. The port must at all times remain accessible for goods and people alike. Only a far-reaching modal shift will be able to offer a sustainable solution.

As an alternative to classic car commuting we will be investing in a network of bicycle buses and water buses. Regarding container transport we aim to double the proportion of rail freight while modestly increasing the barge freight share, by implementing a more modern approach to traffic management. To reduce the number of empty truckings as much as possible we will be extending terminal opening hours and testing innovative concepts such as self-driving trucks.

Pipelines too can contribute to this modal shift. As such we are to develop a clear strategy of which the newly-acquired NMP pipeline network (National Pipeline Company) is to form an integral part



TRANSITION

The third priority, transition, is deeply embedded in everything we do. We will continue to strive to introduce innovative concepts onto the port platform.

One great challenge is the transition to a circular low-carbon economy. This will demand efforts from all participants in the field. We are therefore to setup a cross-industry CO2 reduction project along with our stakeholders while providing support mechanisms such as a transition fund and an entry-level test-bed for circular demonstration projects.

Simultaneously we as Port Authority aim to be an exemplary sustainable actor. We will be achieving this by improving ecological footprint of our tug fleet, by equipping the port infrastructure with onshore power supplies and LNG bunkering facilities and by further encouraging sustainable mobility by our employees. Corporate social responsibility is and will continue to be part of our DNA.

In the digital transition too the Antwerp Port Authority aims to lead by example by 2020. We perceive data to be raw material for a better customer experience and higher efficiency. As such we will continue to be an active partner of NxtPort – a central data platform which will act as a cornerstone for a digital ecosystem and a lively start-up community.



SAFETY & SECURITY

As Port Authority we are responsible for the wellbeing of people and the security of data, assets and our environment. In an increasingly complex reality safety & security are therefore top of our list of priorities.

Embodying safety starts in our own backyard. A visible policy is to ensure that all our employees are healthy and able to perform their day job. We will be working to develop awareness, involvement and leadership so as to engender a true workforce safety culture.

By expansion the port area is exposed to external threats. Although prevention is our first approach we must be able to react appropriately to incidents. We will therefore be installing a variety of security systems and response chains for such items as an asset security, work permits, cyber resilience, crime fighting and perimeter security. Moreover prevention measures and containment and clean-up of oil spills is also to be covered.

Finally we are to establish and conduct maritime security in a proactive manner, which includes supervision on water, on land and in the air.



OPERATIONAL EXCELLENCE

We aspire to achieve a high level of satisfaction among our customers as well as a state of healthy finances. The “operational excellence” priority contributes to both counts. We as a Port Authority will be aiming to continuously improve reliability, quality and price of our services. Moreover, we will also be scanning our internal processes for potential improvements.

For this purpose we are setting up a Process Optimisation Board to identify and implement the most important projects for improvement. Without question we will be aiming to be more efficient and effective concerning maintenance of infrastructure and nautical facilities yet without compromising the quality of our services.

In order to become a smarter organisation we as a Port Authority should further integrate and align our data, systems and technologies more closely with our operations. By having the right data at the right moment members of personnel are able to perform better analyses and take more well-founded decisions. Therefore it is - paramount for all our internal systems to be implemented company-wide so as to avoid “information silos.” The involvement of all members of personnel is key to achieve a successful transition. As such our employees more than ever are to conduct a proactive demeanour. Internal mobility is to be significantly raised in the coming years while career development is to be given a more prominent role. In terms of management involvement we expect proper leadership to guide us towards successful cultural transition.



3 HOW DO WE GET THERE?

The DeLTa initiative is aimed at raising the adaptability of our entire organisation, challenging our employees to Dare, to Experiment, to Learn and to Trigger peers. As such we are to realise the conversion of the current operational venture towards a knowledge-driven organisation.

The five strategic priorities are to be translated into concrete projects. The new EPMO (Enterprise Portfolio Management Office) department will support these projects and ensure they are successfully carried out with clear objectives, at the right moment and with the right people.

› Assessment

This business plan is ambitious and without doubt our resources are not unlimited. This implies not just limiting ourselves to work more

efficiently yet also questioning what tasks we should discontinue, which aspects we will continue to perform and what elements are to be outsourced.

The Port Authority strategy is to be subjected to an annual assessment. This allows for continued clarity, both internally and externally, regarding our corporate direction and how to make best use of our resources.

› Our promise

By achieving results in each of the five strategic priorities we as a Port Authority aim to further consolidate our external legitimacy and credibility and to meet the promise of our mission and vision: to build a sustainable future for our customers, suppliers, employees and all other stakeholders.

Thanks to the efforts, ideas, involvement and expertise of all Port Authority members of personnel, we will continue to create prosperity, day after day. This will also benefit the

143,000 people who are employed directly or indirectly by the port. Thanks to our members of personnel this process will be a success. Their flexibility and openness in this transition

phase are fundamental and are necessary to realise our mission and vision: to offer a safe home port and to be a lever for stakeholders who see opportunities and want to take challenges.



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