



Global Supply Chain Forum

Barbados

21–24 May 2024



Efficient and Competitive Port Management

Main challenges and needs.
Experiences from Latin
America and the Caribbean

Ricardo J Sanchez, PhD



Major constraints

Global Shocks, Big Trends and High-Impact Events

Shocks	
Health emergencies	Armed conflicts with a global impact
Climate change - recurrence of extreme natural events	
Trends	
Transition to green	Industrial recomposition (logistics, ports, shipping companies)
Energy redefinition	Financial ups and downs
Volatility of Demand	Changes in Globalization and Increasing Regionalization
Technological revolution	Changes in consumer behaviors
Changes in the Maritime Cycle	Redefinition of Overseas Trade Routes
Changes in ESG position	Changes in the tourism industry
Relevant events	
Brexit	Trade "Wars"
Monetary and fiscal policies	Industrial policies
Migratory processes	Cultural transformations

Volatility and
uncertainty
remain the key
words



Edvard Munch (1863-1944)



Challenges for managers, from then to now

	BEFORE	NOW
Key aspects	<p>Operational Guidance</p> <p>Day-to-day problem solving... survival</p> <p>Planning was on a different corporate level</p>	<p>Strategic planning (at least 5 years): growth, profitability.</p> <p>Understanding the entire Supply Chain map</p>
Vision	Mainly local, competition for the nearest hinterland	"Worldview": A comprehensive preparation in addition to the operational, financial, management of environmental issues. Dealing with government entities, unions and achieving support to the community. It requires a lot of preparation.
Approach to revenue	The way to generate revenue was simpler, based on new businesses with new capital inflows	Priority in revenue management: how with the same asset, without adding large levels of investment, greater value is obtained for shareholders. It aims at business and revenue diversification. It requires a lot of data management, managing it and integrating it into the decision command.
Customers portfolio	With many smaller, more dispersed customers, or with a much smaller amount of joint ventures	Fewer customers, but of greater magnitude as a result of shipping integrations and the fact that the business is more integrated into the supply chain, so it is necessary to know the logistics of the customers.
Type of customers	"Golondrina" (launch customers)	Customers as business partners, which changes the type of relationship
Know-how	On port business	Understanding your customers' business and establishing a knowledge integration
Competition	No vertical integration	An increasingly vertically integrated business scenario, in which sometimes terminal customers are also competitors.

Handling ambiguity

Uncertainty

Leadership

Quick adaptation

Agility mindset

Working under uncertain scenarios



Volatility

Permanent change

Executive presence

Innovation

Value to clients!

Creativity

Highest dynamism

Revenue management



¡Muchas gracias!

Thank you very much for your attention!

Ricardo J. Sanchez, PhD

Co-chair

Kühne Professorial Chair in Logistics

r.j.sanchez@live.com

rj.sanchez@uniandes.edu.co