

CONECTIVIDAD Y COMPETITIVIDAD

Lugar: Edificio del Reloj del Puerto de Valencia

A las 9:30 hrs.*



28

marzo
2019



Conectividad Marítima

Jan.Hoffmann@UNCTAD.org

50 años RMT



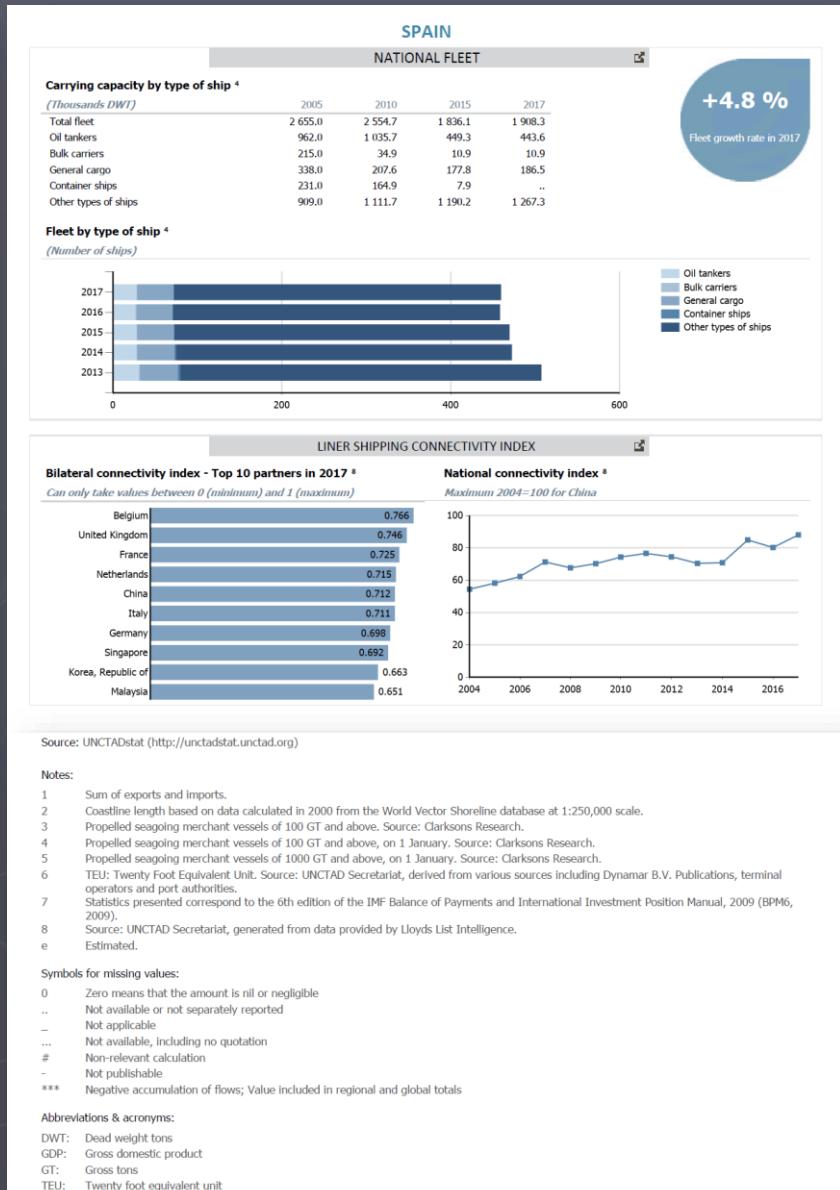
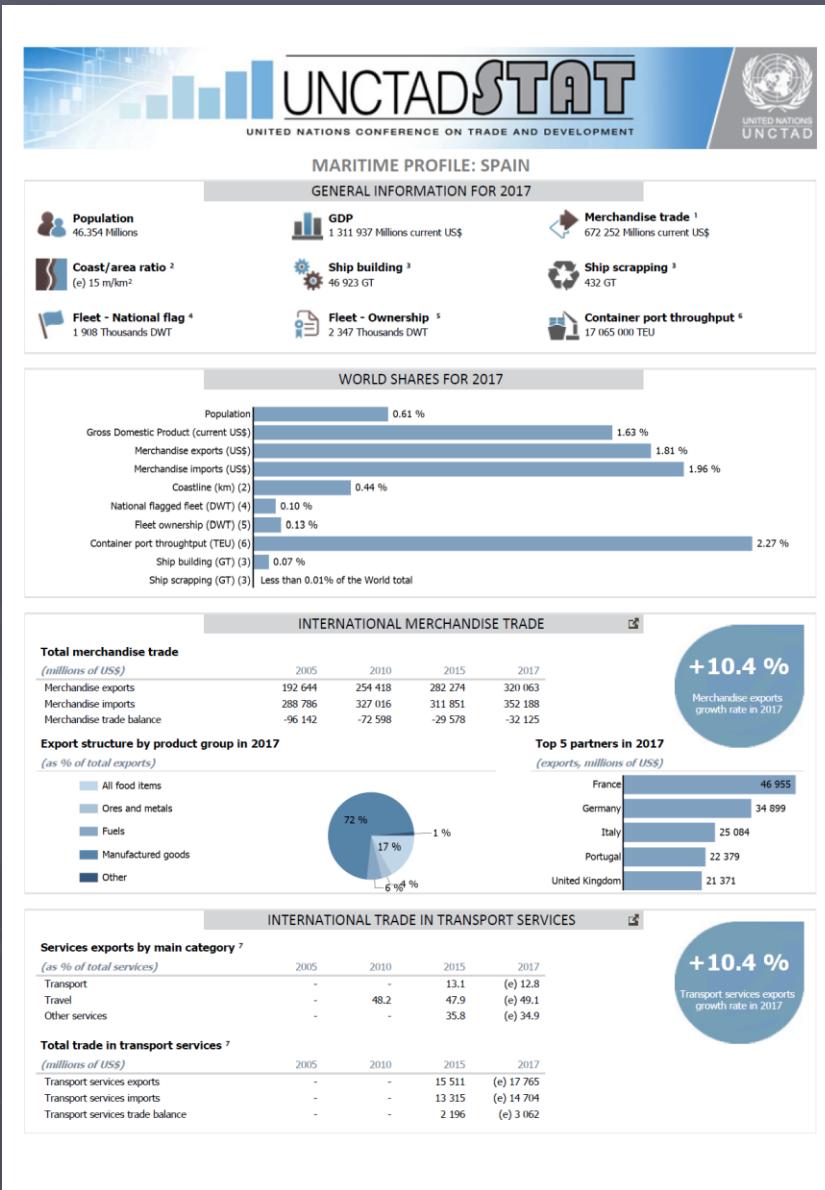
15 años LSCI



The screenshot shows a web-based data visualization tool for the United Nations Conference on Trade and Development (UNCTAD). The header features the UNCTADSTAT logo with a bar chart graphic. Below the logo is the text "UNITED NATIONS CONFERENCE ON TRADE AND DEVELOPMENT". The navigation menu includes links for HOME, DATA CENTER, COUNTRY PROFILES, and VISUALISATION. The main content area is titled "Liner shipping connectivity index, annual" and displays a table of data. The table has columns for "YEAR" (2004-2018) and "ECONOMY" (Seychelles, Sierra Leone, Singapore, Slovenia, Solomon Islands, Somalia, South Africa, Spain, Sri Lanka). Each economy row contains 15 data points corresponding to the years. The data is presented in a grid format with some cells containing upward and downward arrows.

Other:	MEASURE	Index (Maximum 2004=100)	Actions												
YEAR	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
ECONOMY	↑↓	↑↓	↑↓	↑↓	↑↓	↑↓	↑↓	↑↓	↑↓	↑↓	↑↓	↑↓	↑↓	↑↓	↑↓
Seychelles	4.88	4.93	5.27	5.29	4.49	4.90	5.16	6.45	6.50	8.08	8.07	8.01	8.37	8.07	8.01
Sierra Leone	5.84	6.50	5.12	5.08	4.74	5.56	5.80	5.41	7.40	5.15	5.64	8.30	7.80	7.86	8.34
Singapore	81.87	83.87	86.11	87.53	94.47	99.47	103.76	105.02	113.16	106.91	113.16	117.13	118.47	121.63	133.92
Slovenia	13.91	13.91	11.03	12.87	15.66	19.81	20.61	21.93	21.94	20.82	24.25	29.64	31.31	36.10	39.32
Solomon Islands	3.62	4.29	3.97	4.13	4.16	3.96	5.57	5.87	6.07	6.04	6.90	6.64	7.36	7.50	7.59
Somalia	3.09	1.28	2.43	3.05	3.24	2.82	4.20	4.20	4.34	4.20	5.45	5.43	8.03	8.24	7.96
South Africa	23.13	25.83	26.21	27.52	28.49	32.07	32.49	35.67	36.83	43.02	37.91	41.41	35.01	38.71	40.11
Spain	54.44	58.16	62.29	71.26	67.67	70.22	74.32	76.58	74.44	70.40	70.80	84.89	80.21	88.01	90.11
Sri Lanka	34.68	33.36	37.31	42.43	46.08	34.74	40.23	41.13	43.43	43.01	53.04	54.43	61.21	70.62	72.46

3 años Perfiles Marítimos



- ▶ ¿Por qué medir conectividad?
- ▶ ¿Cómo medir conectividad?
- ▶ Tendencias claves y discusión
- ▶ 10 recomendaciones



► ¿Por qué medir conectividad?

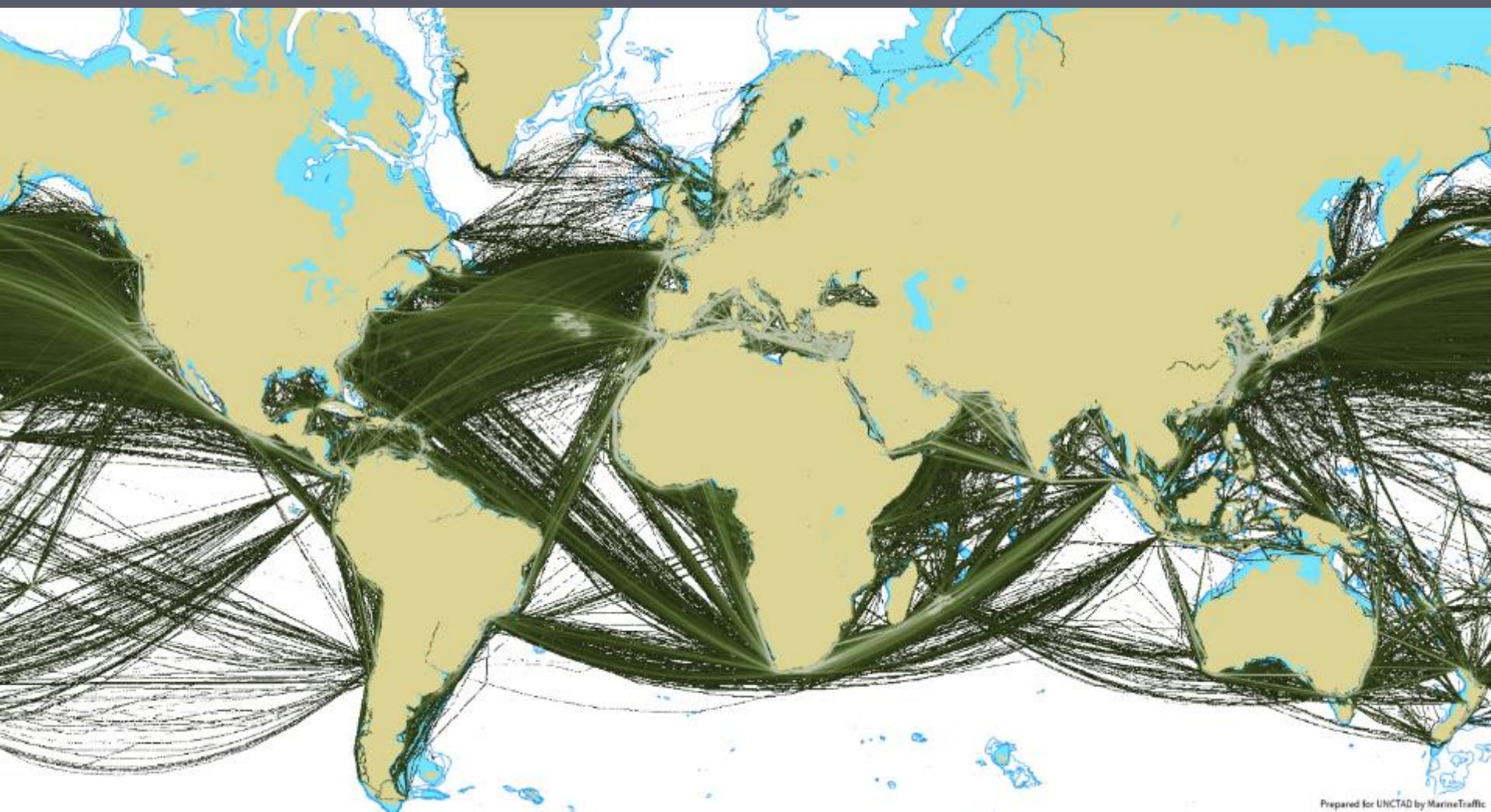
- ¿Cómo medir conectividad?
- Tendencias claves y discusión
- 10 recomendaciones



Why “connectivity”?



Figure 6.1. Density map of container ship movements



Prepared for UNCTAD by MarineTraffic

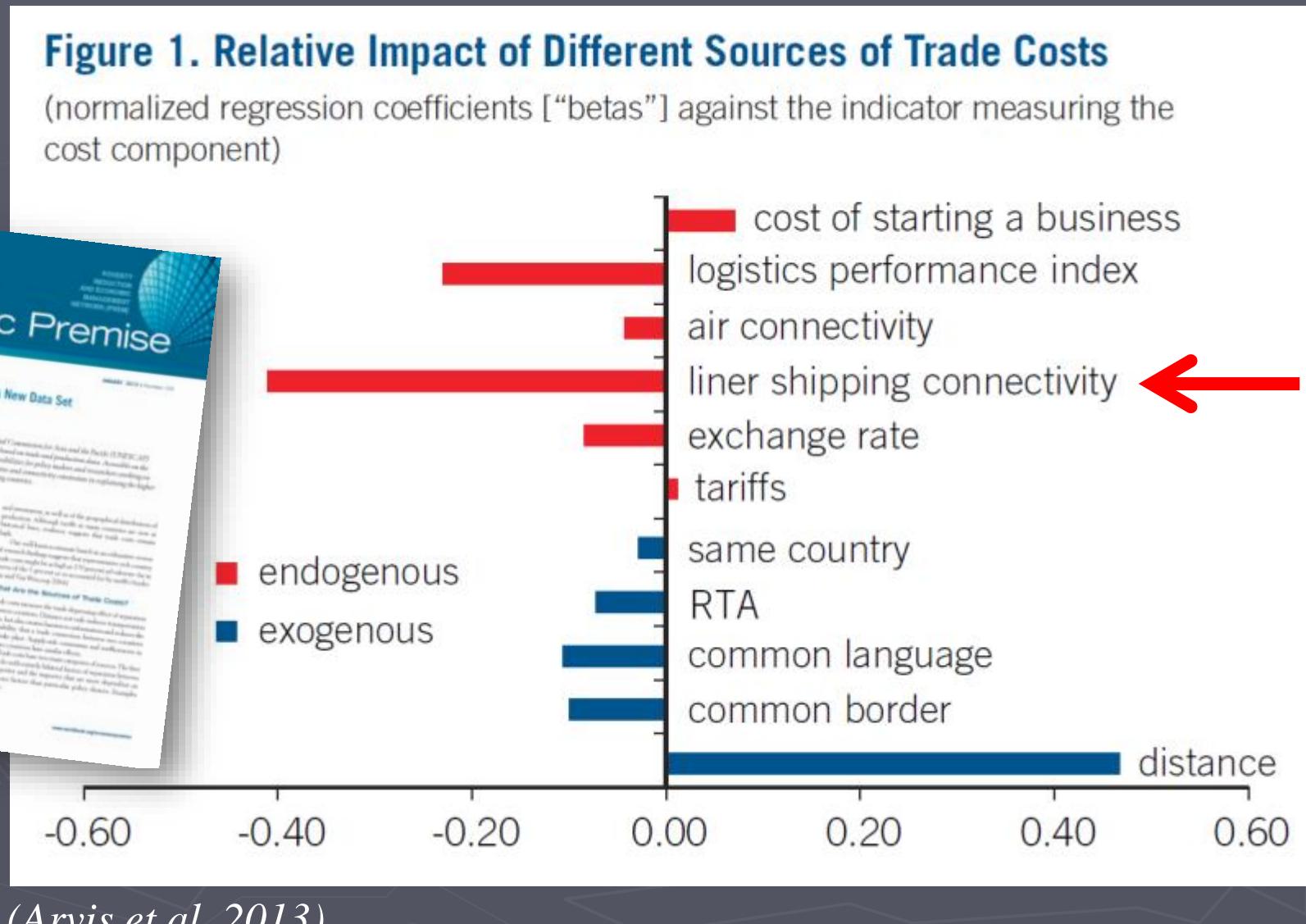
Source: Prepared for UNCTAD by Marine Traffic.

Note: Data depict container ship movements in 2016.

Higher Liner Shipping Connectivity leads to lower trade costs

Figure 1. Relative Impact of Different Sources of Trade Costs

(normalized regression coefficients [“betas”] against the indicator measuring the cost component)



Introducing containerization leads to more trade



The Economist logo and navigation bar: Log in | Register | Subscribe. Categories: World politics | Business & finance | Economics | Science & technology | Culture. Article section: Free exchange. Headline: The humble hero. Subtext: Containers have been more important for globalisation than freer trade. Image: A stack of shipping containers.

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Free exchange

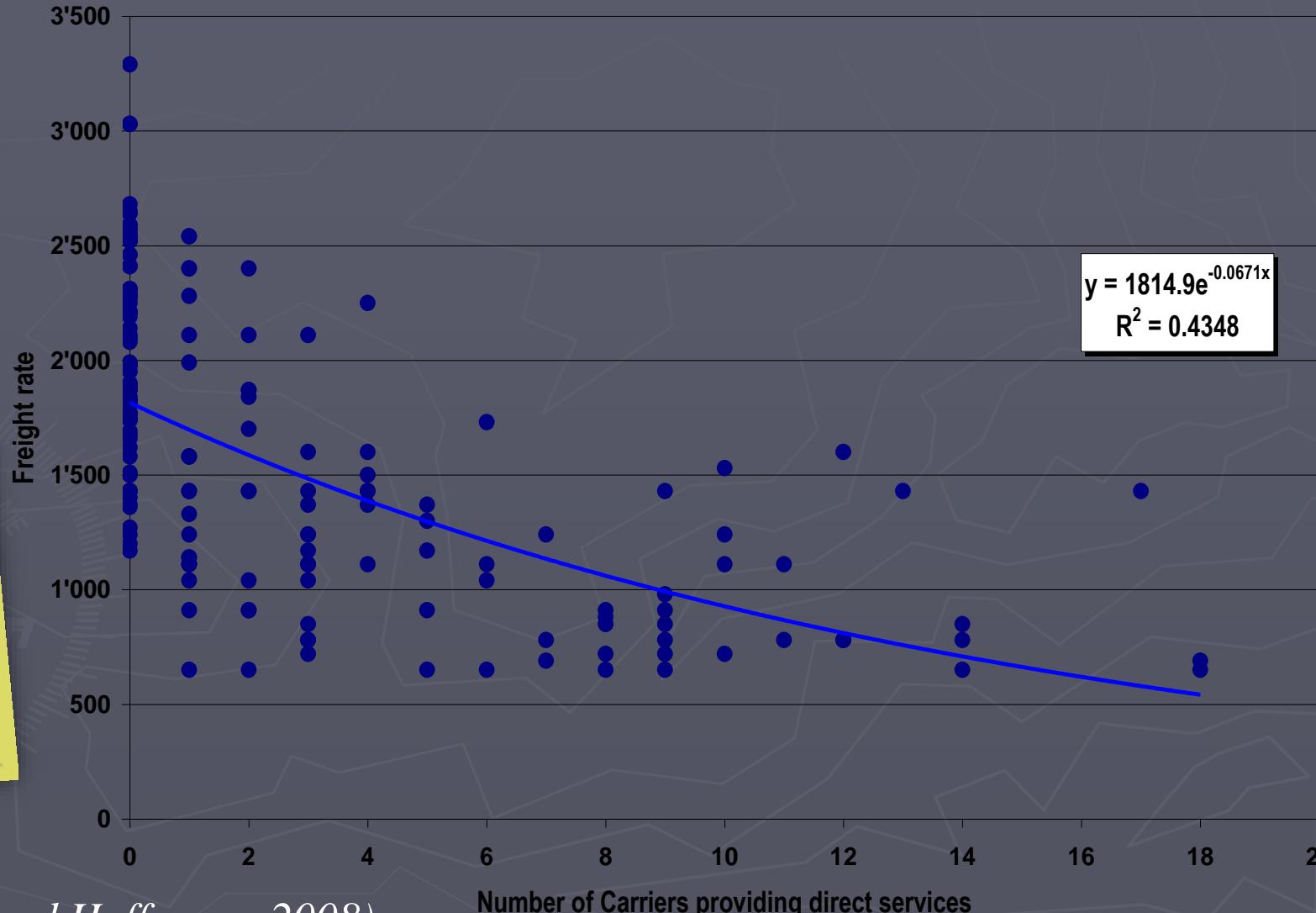
The humble hero

Containers have been more important for globalisation than freer trade



(Bernhofen et al, 2013)

Better connectivity leads to lower freight rates

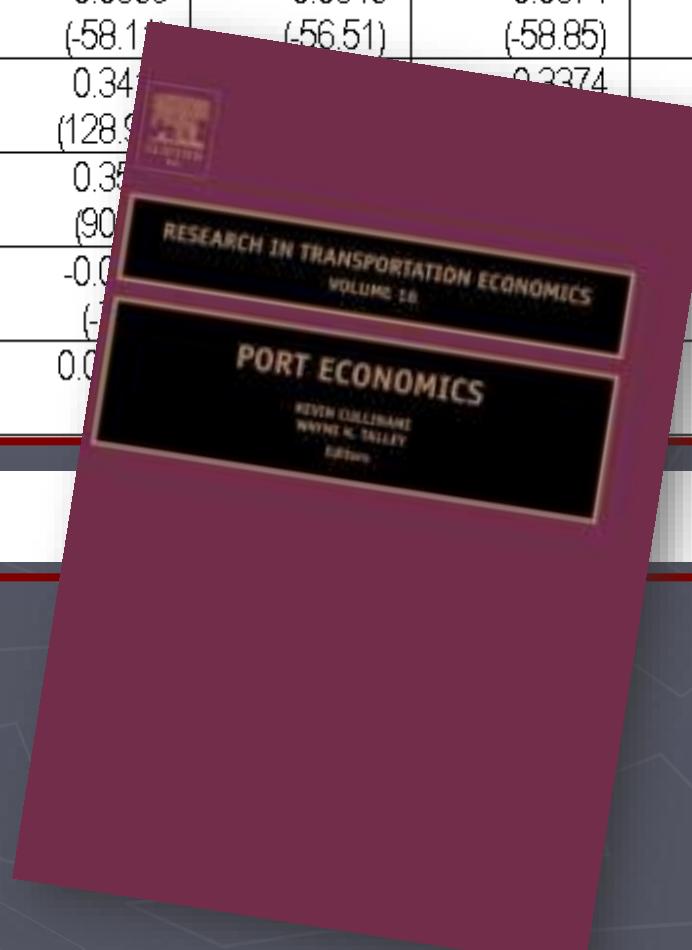


(Wilmsmeier and Hoffmann, 2008)



More liner services lead to lower maritime transport costs

Variable	Model 7	Model 8	Model 9	Model 10	Model 11	Model 12	Model 13
Observations	N = 75 928	N = 35 438	N = 73 818				
TONSk	-0.0863 (-57.65)	-0.0863 (-57.67)	-0.0869 (-58.11)	-0.0846 (-56.51)	-0.0874 (-58.85)	-0.0632 (-29.15)	-0.0857 (-57.00)
VALUEPERTONk	0.3422 (128.74)	0.3416 (128.82)	0.3411 (128.89)	0.3411 (128.91)	0.3374 (128.91)	0.4665 (113.19)	0.3447 (129.16)
DISTANCEij	0.3716 (95.80)	0.3698 (97.26)	0.3698 (97.26)	0.3698 (97.26)	0.3698 (97.26)	0.3380 (55.36)	0.1769 (30.28)
BILATERALVOLUMEij	-0.0100 (-4.46)	-0.0109 (-5.53)	-0.0109 (-5.53)	-0.0109 (-5.53)	-0.0109 (-5.53)	-0.0794 (-23.74)	0.0256 (10.91)
BALANCEROUTEij	0.00020 (1.73)	0.00027 (2.40)	0.00027 (2.40)	0.00027 (2.40)	0.00027 (2.40)	0.00082 (5.06)	0.00228 (14.31)
LINERSERVICESij							-0.1129 (-32.60)



(Wilmsmeier et al 2006)



More trade

- > More shipping supply
- > More competition
- > lower freights
- > More trade



Better services
-> More trade
-> More income to finance infrastructure
-> Better services





Lower Transport Costs

- > More trade
- > Economies of scale
- > Lower Transport Costs



► ¿Por qué medir conectividad?

► **¿Cómo medir conectividad?**

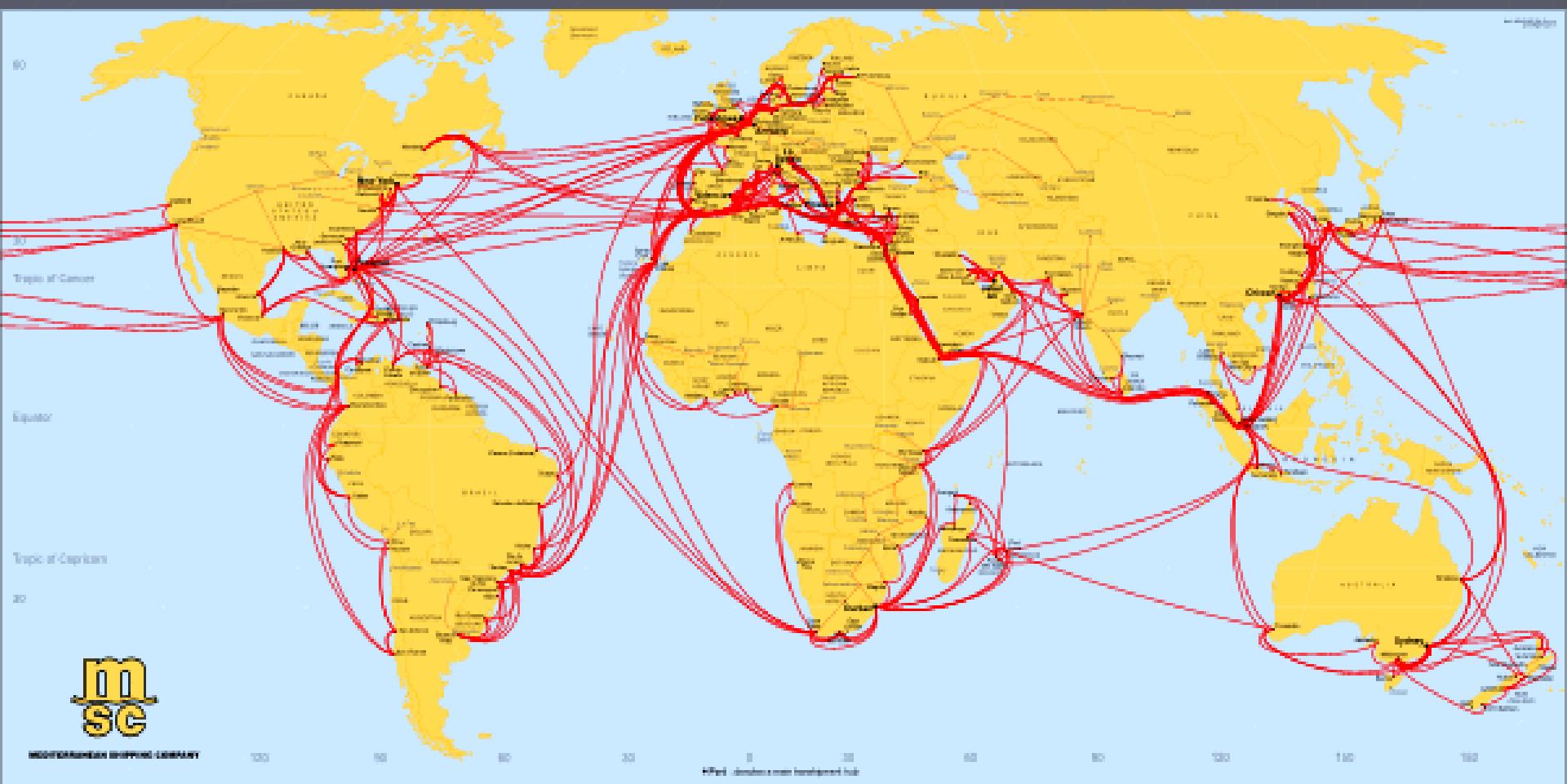
► Tendencias claves y discusión

► 10 recomendaciones



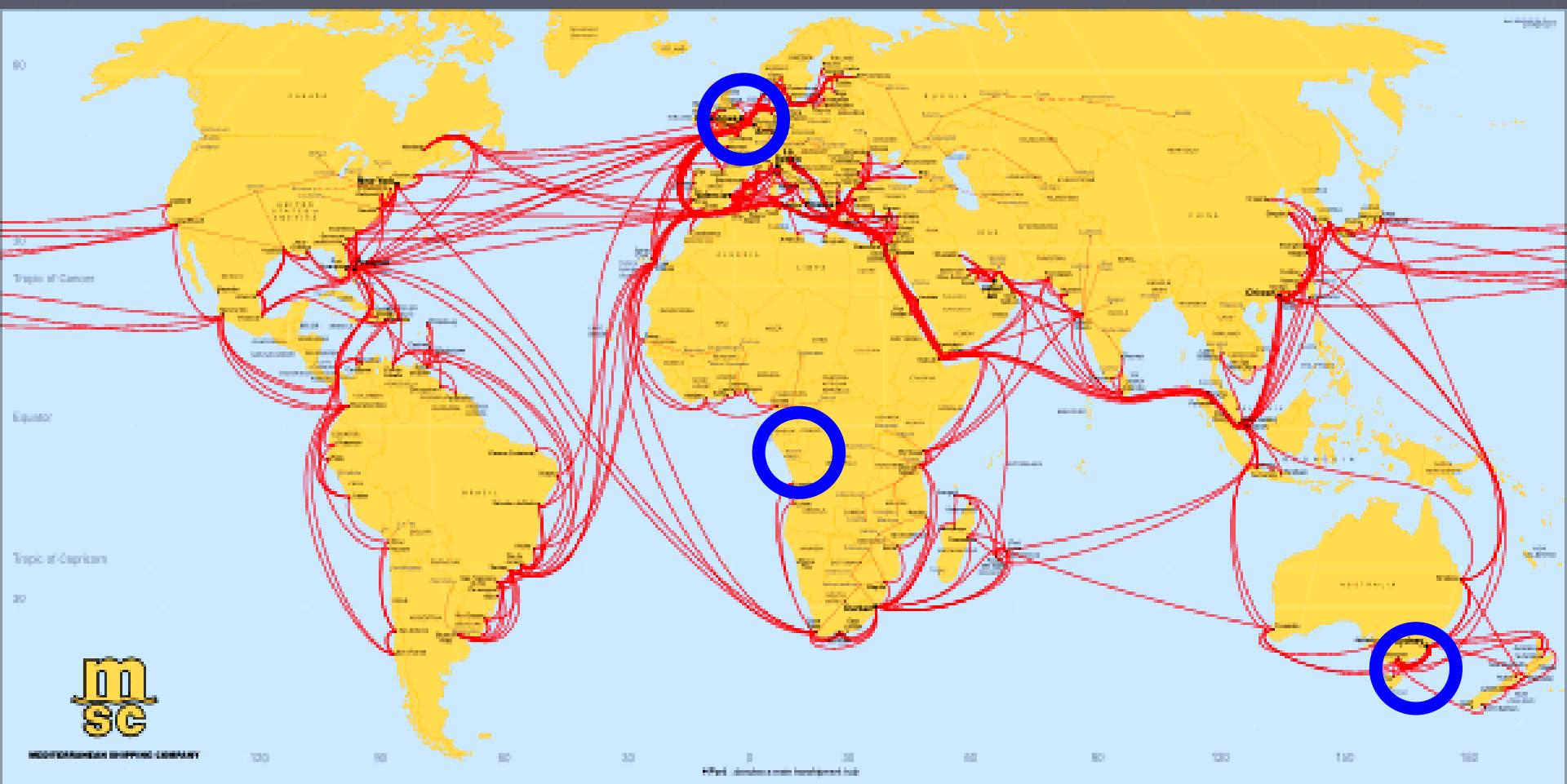
“Connectivity”

- 1) Per country – in a “point”
- 2) Per route – between pairs of countries



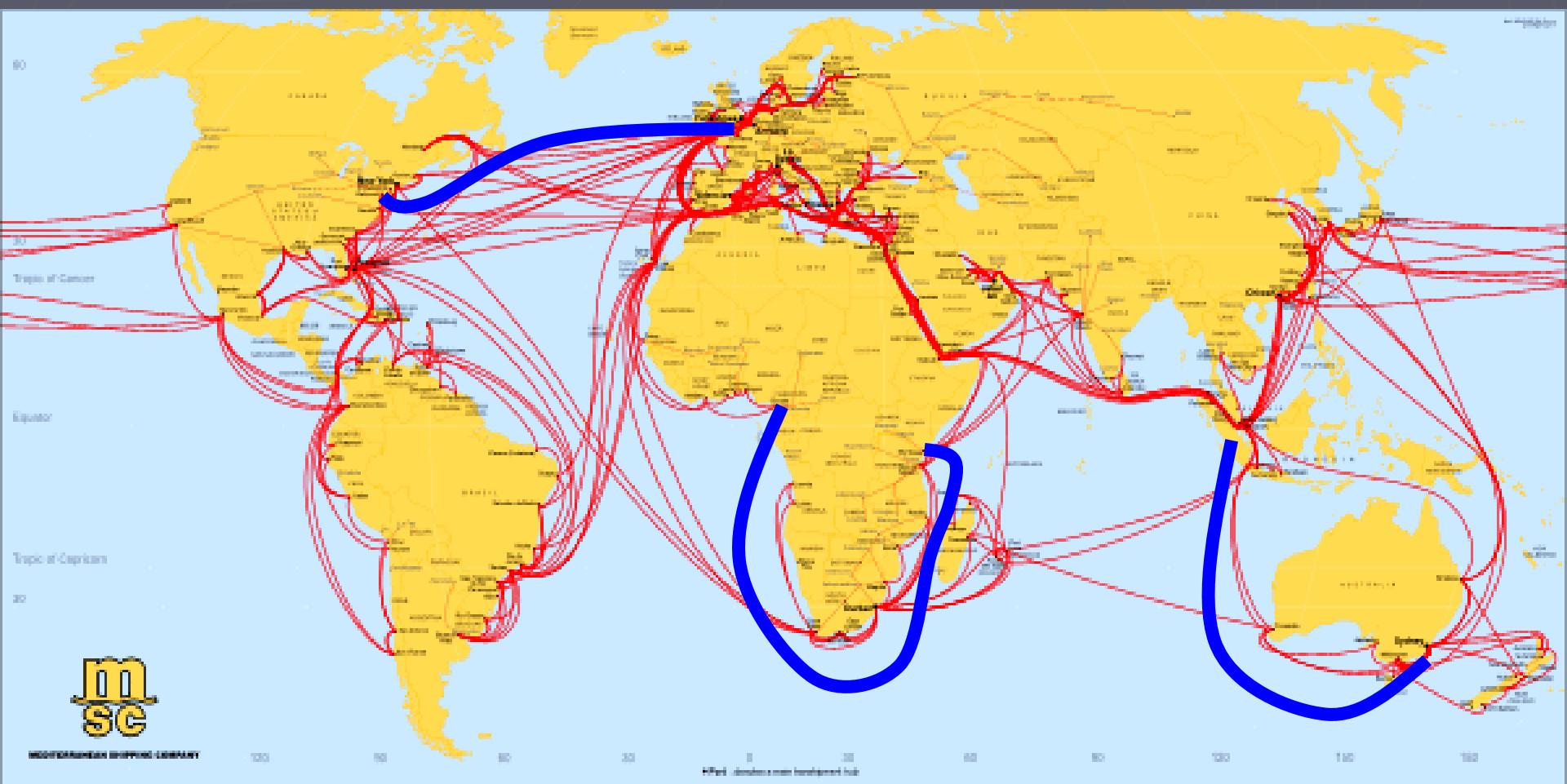
“Connectivity”

- 1) Per country – in a “point” (159)
- 2) Per route – between pairs of countries



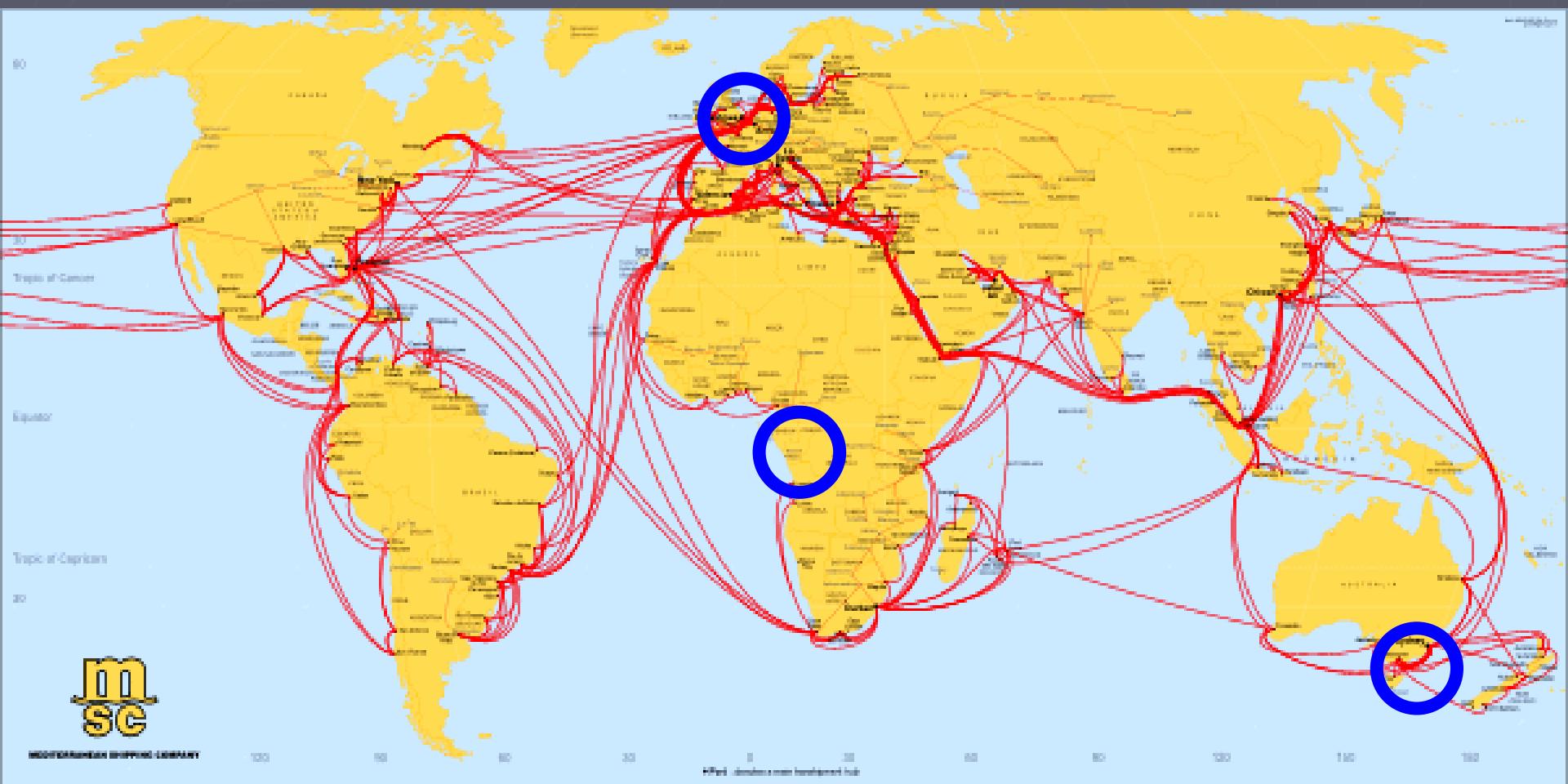
“Connectivity”

- 1) Per country – in a “point” (159)
- 2) Per route – between countries ($159 \times 158 / 2 = 12561$)



“Connectivity”

- 1) Per country – in a “point” (159)
- 2) Per route – between pairs of countries



To capture a country's connectivity...

UNCTAD developed the Liner Shipping Connectivity Index – **LSCI** – using the following 5 components:

- ▶ Companies
- ▶ Services
- ▶ Largest ship
- ▶ Number of ships
- ▶ TEU

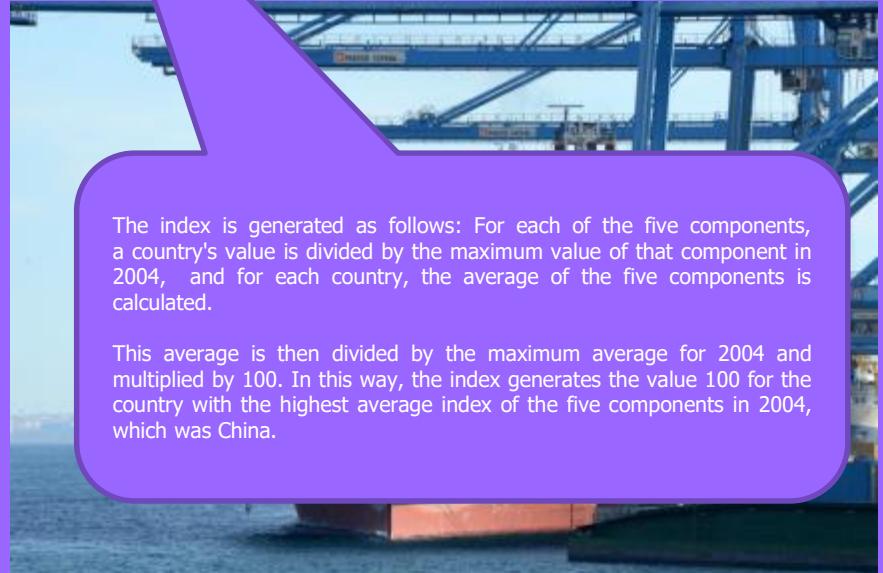


Source for components: *MDS Transmodal*

To capture a country's connectivity...

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- ▶ TEU



The index is generated as follows: For each of the five components, a country's value is divided by the maximum value of that component in 2004, and for each country, the average of the five components is calculated.

This average is then divided by the maximum average for 2004 and multiplied by 100. In this way, the index generates the value 100 for the country with the highest average index of the five components in 2004, which was China.

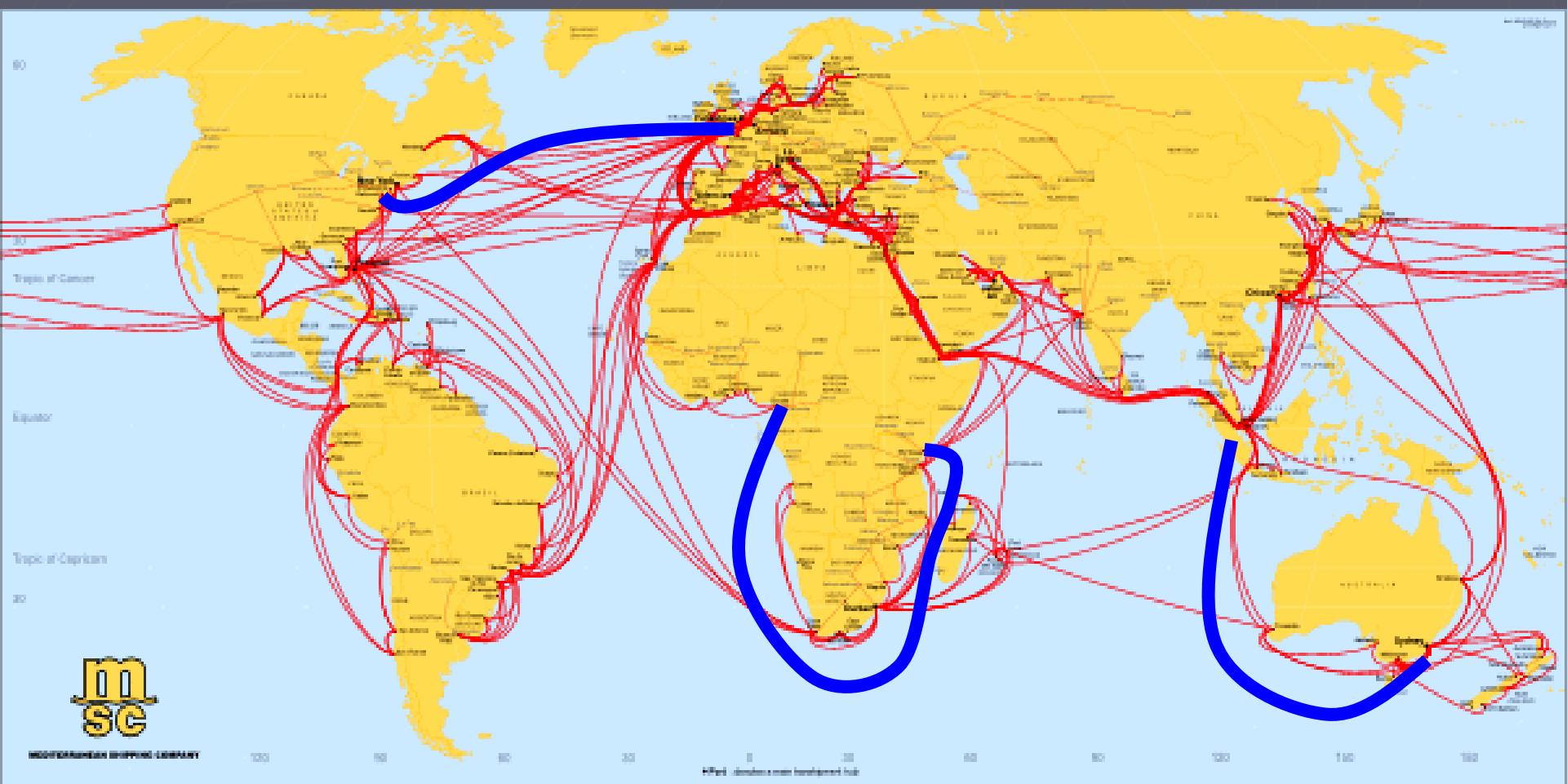
Source for components: *MDS Transmodal*

May 2018 fleet deployment	Total number of services	Total number of ships scheduled on the services	Total number of operators	Max ship capacity (TEU)	Deployed annual capacity (TEU)
Slovenia	13	52	11	12 915	1 854 046
Solomon Islands	10	22	9	2 080	222 954
Somalia	7	14	5	2 394	467 373
South Africa	30	180	21	11 016	5 378 431
South Korea	253	1 084	68	19 343	45 189 257
Spain	156	646	57	18 778	23 177 707
Sri Lanka	59	354	36	18 441	14 922 215
St Kitts & Nevis	3	8	3	1 116	130 156
St Lucia	4	13	4	1 394	204 766
St Vincent	4	12	4	1 282	192 254
Sudan	3	9	4	5 368	469 270
Suriname	8	20	8	1 577	280 199
Sweden	32	69	21	19 343	2 569 110

Source for components: *MDS Transmodal*

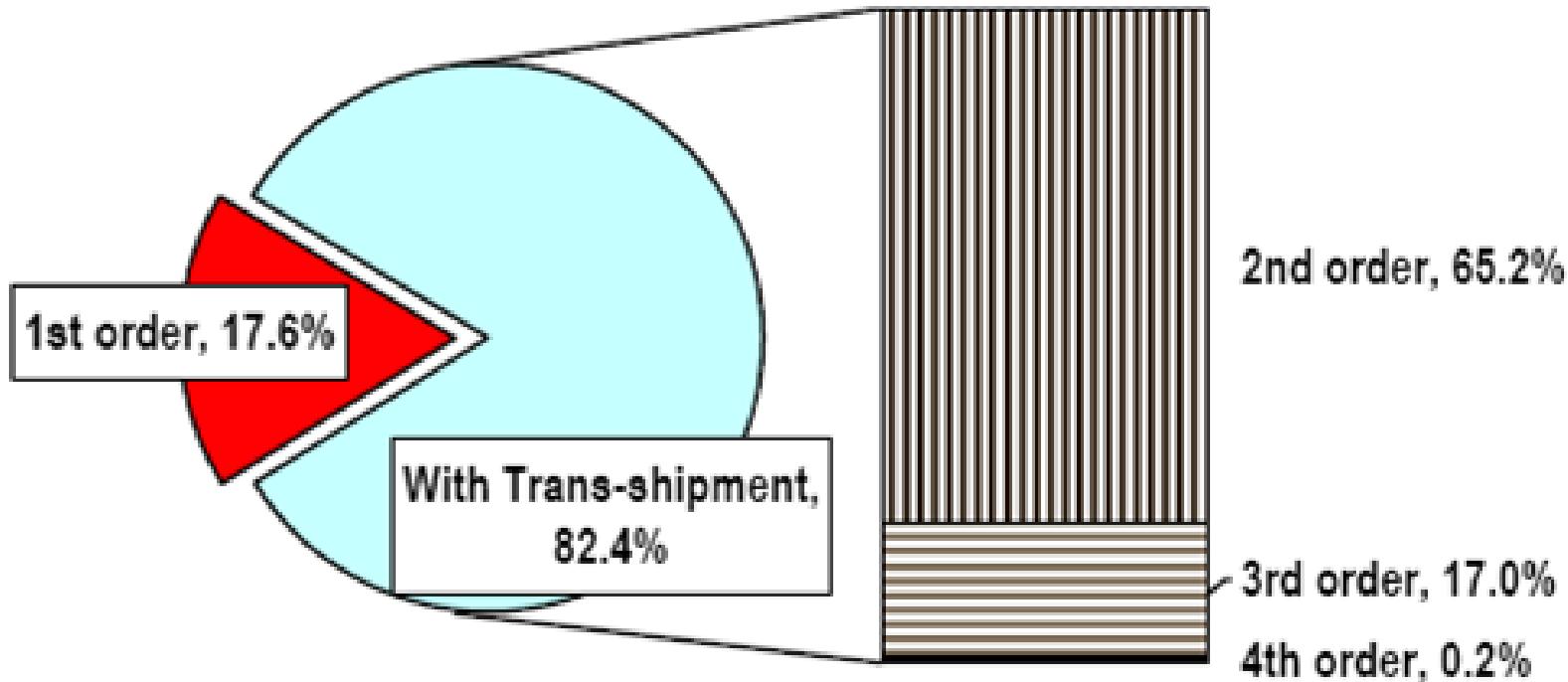
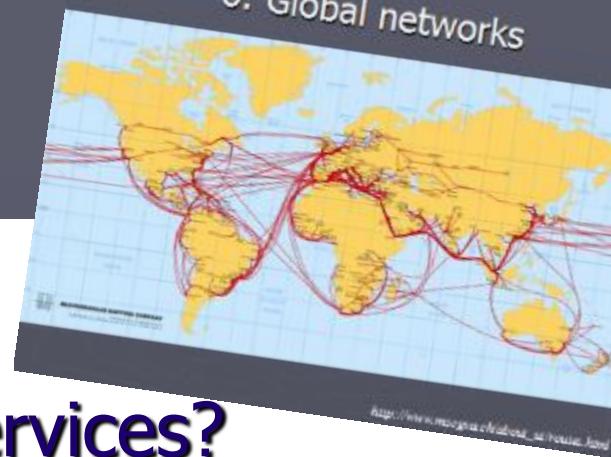
“Connectivity”

- 1) Per country – in a “point” ✓
- 2) Per route – between countries (12561)



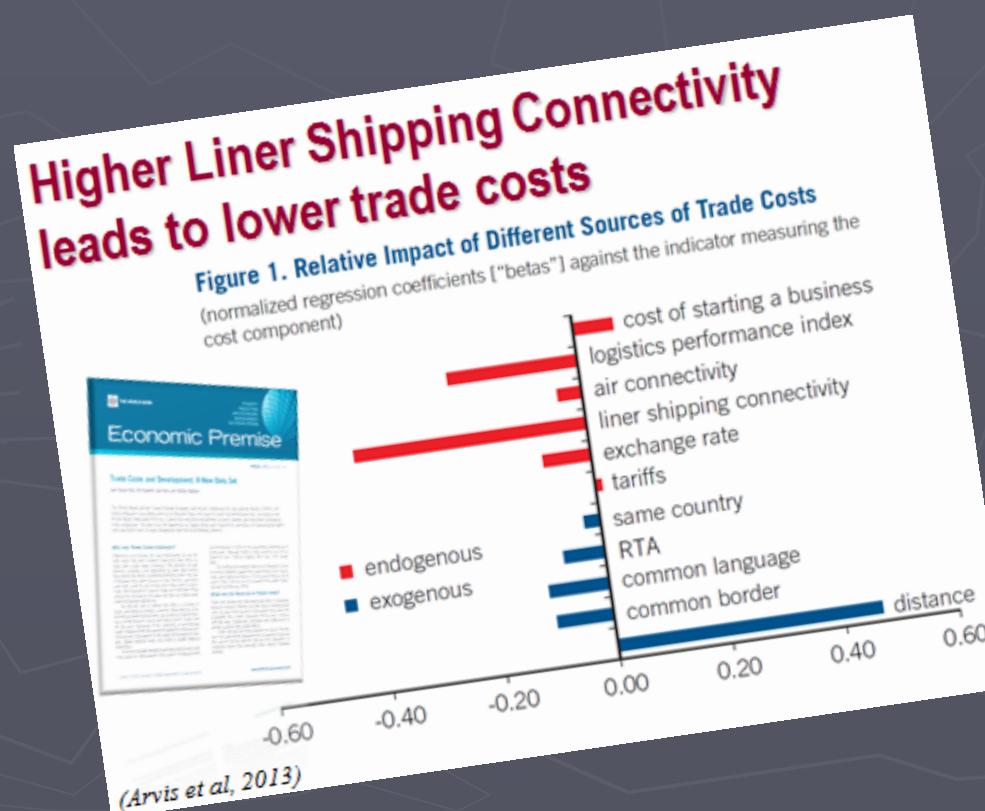
Networking

Out of 162×161 pairs of countries:
How many are connected by direct services?



Ways to measure bi-lateral connectivity (1)

- ▶ Use national-level data:
e.g. geometric average of country-level LSCI



Ways to measure bi-lateral connectivity (2)

► Direct connectivity:

- Number of companies (competition)
- Number of services (transport options)
- Largest ship (infrastructure)



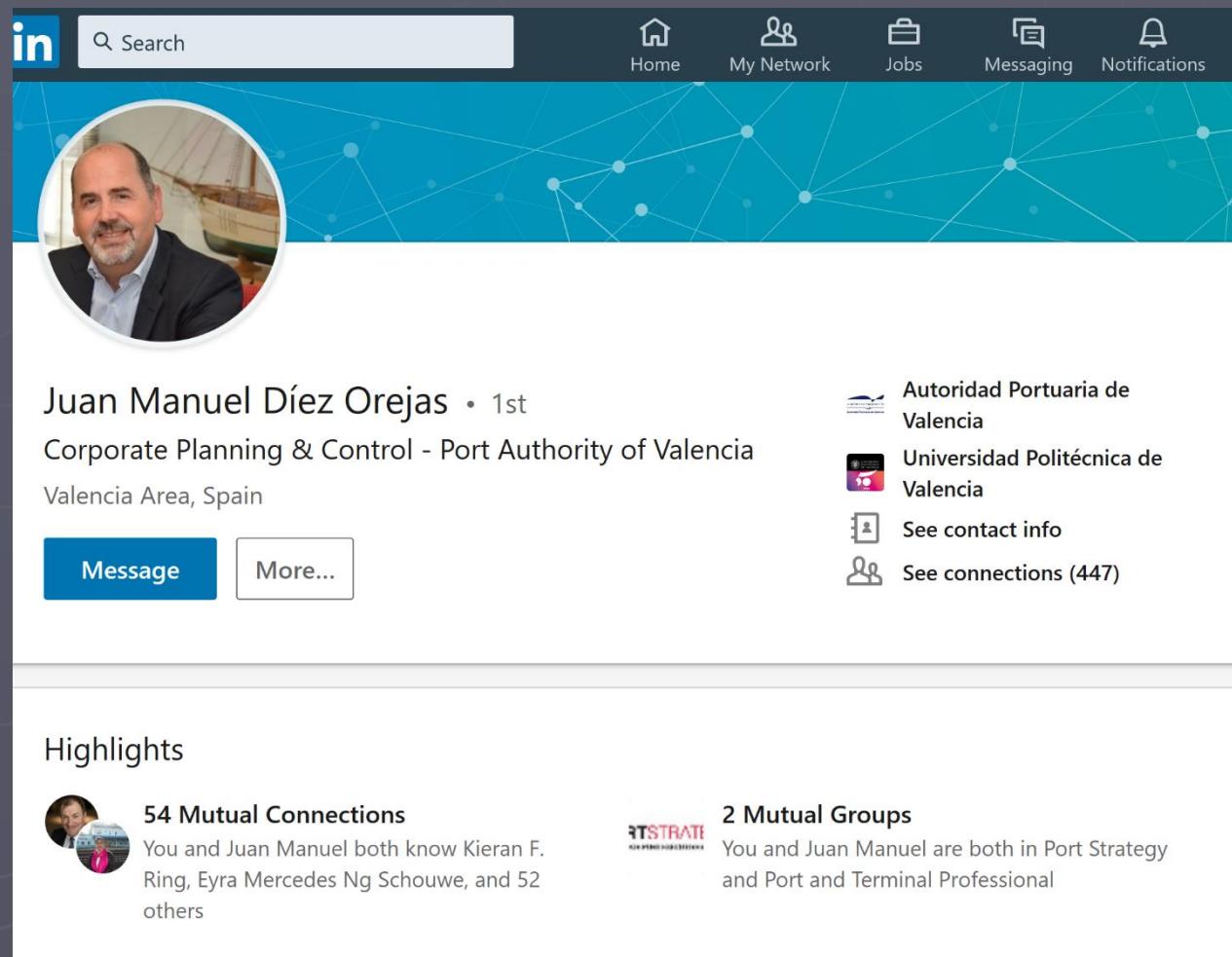
Ways to measure bi-lateral connectivity (3)

► Position in network:

e.g. Number of options to get from A to B
with one (or two) transshipment(s)
-> number of common connections

Ways to measure bi-lateral connectivity (3)

► Position in network:



The image shows a LinkedIn profile page for Juan Manuel Díez Orejas. At the top, there's a navigation bar with icons for Home, My Network, Jobs, Messaging, and Notifications. Below the bar is a circular profile picture of a man with a beard, wearing a dark suit. The background of the page features a blue network graph. The main content area displays the user's name, "Juan Manuel Díez Orejas • 1st", followed by "Corporate Planning & Control - Port Authority of Valencia" and "Valencia Area, Spain". There are two buttons at the bottom: "Message" (blue) and "More...". To the right, there are several social connections and highlights. Under "Social connections", there are icons for "Autoridad Portuaria de Valencia" (with a port icon), "Universidad Politécnica de Valencia" (with a university icon), "See contact info" (with a person icon), and "See connections (447)" (with a person icon). Under "Highlights", there are two sections: "54 Mutual Connections" (with a small photo of another user) and "2 Mutual Groups" (with a "RT STRATI" logo).

Search

Home My Network Jobs Messaging Notifications

Juan Manuel Díez Orejas • 1st

Corporate Planning & Control - Port Authority of Valencia

Valencia Area, Spain

Message More...

Autoridad Portuaria de Valencia

Universidad Politécnica de Valencia

See contact info

See connections (447)

Highlights

54 Mutual Connections

You and Juan Manuel both know Kieran F. Ring, Eyra Mercedes Ng Schouwe, and 52 others

2 Mutual Groups

You and Juan Manuel are both in Port Strategy and Port and Terminal Professional

Ways to measure bi-lateral connectivity (4)

► Combine with distance:

e.g. what's the shortest distance to get from A to B with transshipments (if there is no direct service)



Ways to measure bi-lateral connectivity (...)

► Combinations of the above...

- e.g. Largest ship on connections with transshipment (Max-Min)
- Level of competition on routes with transshipment
- (...)

UNCTAD LSBCI



UNITED NATIONS CONFERENCE ON TRADE AND DEVELOPMENT

HOME DATA CENTER COUNTRY PROFILES INFOGRAPHICS DOCUMENTATION

EN FR

Reports Table Chart

Actions

Other:	MEASURE - Index	YEAR ▼ 2016	Albania	Algeria	American Samoa	Angola	Antigua and Barbuda	Argentina	Aruba	Australia	Bahamas	Bahrain	Bangladesh	Barbados	Belgium	Belize	Benin	Bermuda	Brazil	Brunei Darussalam	Bulgaria	Cabo Verde	Cambodia	Cameroon	Canada			
PARTNER			0.175	0.102	0.113	0.105	0.179	0.106	0.185	0.180	0.175	0.176	0.223	0.189	0.234	0.193	0.235	0.229	0.102	0.176	0.193	0.181	0.200	0.187	0.233	0.199		
ECONOMY			0.105	0.189	0.181	0.195	0.205	0.211	0.212	0.209	0.113	0.223	0.193	0.195	0.346	0.200	0.301	0.323	0.105	0.189	0.181	0.195	0.200	0.187	0.233	0.199		
Albania			0.106	0.193	0.187	0.200	0.211	0.217	0.229	0.223	0.185	0.235	0.233	0.301	0.212	0.332	0.229	0.312	0.180	0.229	0.199	0.323	0.200	0.187	0.233	0.199		
Algeria			0.107	0.193	0.184	0.200	0.206	0.219	0.227	0.221	0.102	0.183	0.186	0.290	0.186	0.296	0.195	0.276	0.295	0.100	0.125	0.173	0.224	0.114	0.251	0.123	0.265	0.215
American Samoa			0.108	0.194	0.194	0.205	0.205	0.210	0.210	0.209	0.103	0.191	0.183	0.212	0.192	0.218	0.205	0.227	0.228	0.107	0.193	0.184	0.200	0.206	0.191	0.212	0.205	
Angola			0.109	0.195	0.195	0.206	0.206	0.211	0.211	0.210	0.108	0.192	0.185	0.215	0.185	0.218	0.205	0.228	0.229	0.108	0.195	0.195	0.206	0.206	0.191	0.212	0.205	
Antigua and Barbuda			0.110	0.196	0.196	0.207	0.207	0.212	0.212	0.211	0.109	0.193	0.186	0.216	0.186	0.220	0.207	0.230	0.231	0.109	0.196	0.196	0.207	0.207	0.193	0.212	0.207	
Argentina			0.111	0.197	0.197	0.208	0.208	0.213	0.213	0.212	0.110	0.194	0.187	0.217	0.187	0.221	0.208	0.231	0.232	0.110	0.197	0.197	0.208	0.208	0.194	0.212	0.208	
Aruba			0.112	0.198	0.198	0.209	0.209	0.214	0.214	0.213	0.111	0.195	0.188	0.218	0.188	0.223	0.209	0.232	0.233	0.111	0.198	0.198	0.209	0.209	0.195	0.212	0.209	
Australia			0.113	0.199	0.199	0.210	0.210	0.215	0.215	0.214	0.112	0.196	0.190	0.220	0.190	0.224	0.209	0.233	0.234	0.112	0.199	0.199	0.210	0.210	0.196	0.212	0.209	
Bahamas			0.114	0.200	0.200	0.211	0.211	0.216	0.216	0.215	0.113	0.197	0.191	0.221	0.191	0.225	0.209	0.234	0.235	0.113	0.199	0.199	0.211	0.211	0.197	0.212	0.209	
Bahrain			0.115	0.201	0.201	0.212	0.212	0.217	0.217	0.216	0.114	0.198	0.192	0.222	0.192	0.226	0.209	0.235	0.236	0.114	0.199	0.199	0.212	0.212	0.198	0.213	0.209	
Bangladesh			0.116	0.202	0.202	0.213	0.213	0.218	0.218	0.217	0.115	0.199	0.193	0.223	0.193	0.227	0.209	0.236	0.237	0.115	0.200	0.200	0.213	0.213	0.199	0.214	0.209	
Barbados			0.117	0.203	0.203	0.214	0.214	0.219	0.219	0.218	0.116	0.200	0.194	0.224	0.194	0.228	0.209	0.237	0.238	0.116	0.201	0.201	0.214	0.214	0.199	0.215	0.209	
Belgium			0.118	0.204	0.204	0.215	0.215	0.220	0.220	0.219	0.117	0.201	0.195	0.225	0.195	0.230	0.209	0.238	0.239	0.117	0.202	0.202	0.215	0.215	0.199	0.216	0.209	
Belize			0.119	0.205	0.205	0.216	0.216	0.221	0.221	0.220	0.118	0.202	0.196	0.226	0.196	0.231	0.209	0.239	0.240	0.118	0.203	0.203	0.216	0.216	0.199	0.217	0.209	
Benin			0.120	0.206	0.206	0.217	0.217	0.222	0.222	0.221	0.119	0.203	0.197	0.227	0.197	0.232	0.209	0.240	0.241	0.119	0.204	0.204	0.217	0.217	0.199	0.218	0.209	
Bermuda			0.121	0.207	0.207	0.218	0.218	0.223	0.223	0.222	0.120	0.204	0.198	0.228	0.198	0.233	0.209	0.241	0.242	0.120	0.205	0.205	0.218	0.218	0.199	0.219	0.209	
Brazil			0.122	0.208	0.208	0.219	0.219	0.224	0.224	0.223	0.121	0.205	0.199	0.229	0.199	0.234	0.209	0.242	0.243	0.121	0.206	0.206	0.220	0.220	0.199	0.220	0.209	
Brunei Darussalam			0.123	0.209	0.209	0.220	0.220	0.225	0.225	0.224	0.122	0.206	0.200	0.230	0.200	0.235	0.209	0.243	0.244	0.122	0.207	0.207	0.221	0.221	0.200	0.222	0.209	
Bulgaria			0.124	0.210	0.210	0.221	0.221	0.226	0.226	0.225	0.123	0.207	0.201	0.231	0.201	0.236	0.209	0.244	0.245	0.123	0.208	0.208	0.222	0.222	0.200	0.223	0.209	
Cabo Verde			0.125	0.211	0.211	0.222	0.222	0.227	0.227	0.226	0.124	0.208	0.202	0.232	0.202	0.237	0.209	0.245	0.246	0.124	0.209	0.209	0.223	0.223	0.200	0.224	0.209	
Cambodia			0.126	0.212	0.212	0.223	0.223	0.228	0.228	0.227	0.125	0.209	0.203	0.233	0.203	0.238	0.209	0.246	0.247	0.125	0.210	0.210	0.224	0.224	0.200	0.225	0.209	
Cameroon			0.127	0.213	0.213	0.224	0.224	0.229	0.229	0.228	0.126	0.210	0.204	0.234	0.204	0.239	0.209	0.247	0.248	0.126	0.211	0.211	0.225	0.225	0.200	0.226	0.209	
Canada			0.128	0.214	0.214	0.225	0.225	0.230	0.230	0.229	0.127	0.211	0.205	0.235	0.205	0.240	0.209	0.248	0.249	0.127	0.212	0.212	0.226	0.226	0.200	0.227	0.209	

The current version of the LSBCI includes 5 components. For any pair of countries A and B represented in our sample, the LSBCI is based on:

- ▶ 1) the number of transshipments required to get from country A to country B
- ▶ 2) the number of direct connections common to both country A and B
- ▶ 3) the geometric mean of the number of direct connections of country A and of country B
- ▶ 4) the level of competition on services that connect country A to country B
- ▶ 5) the size of the largest ships on the weakest route connecting country A to country B.

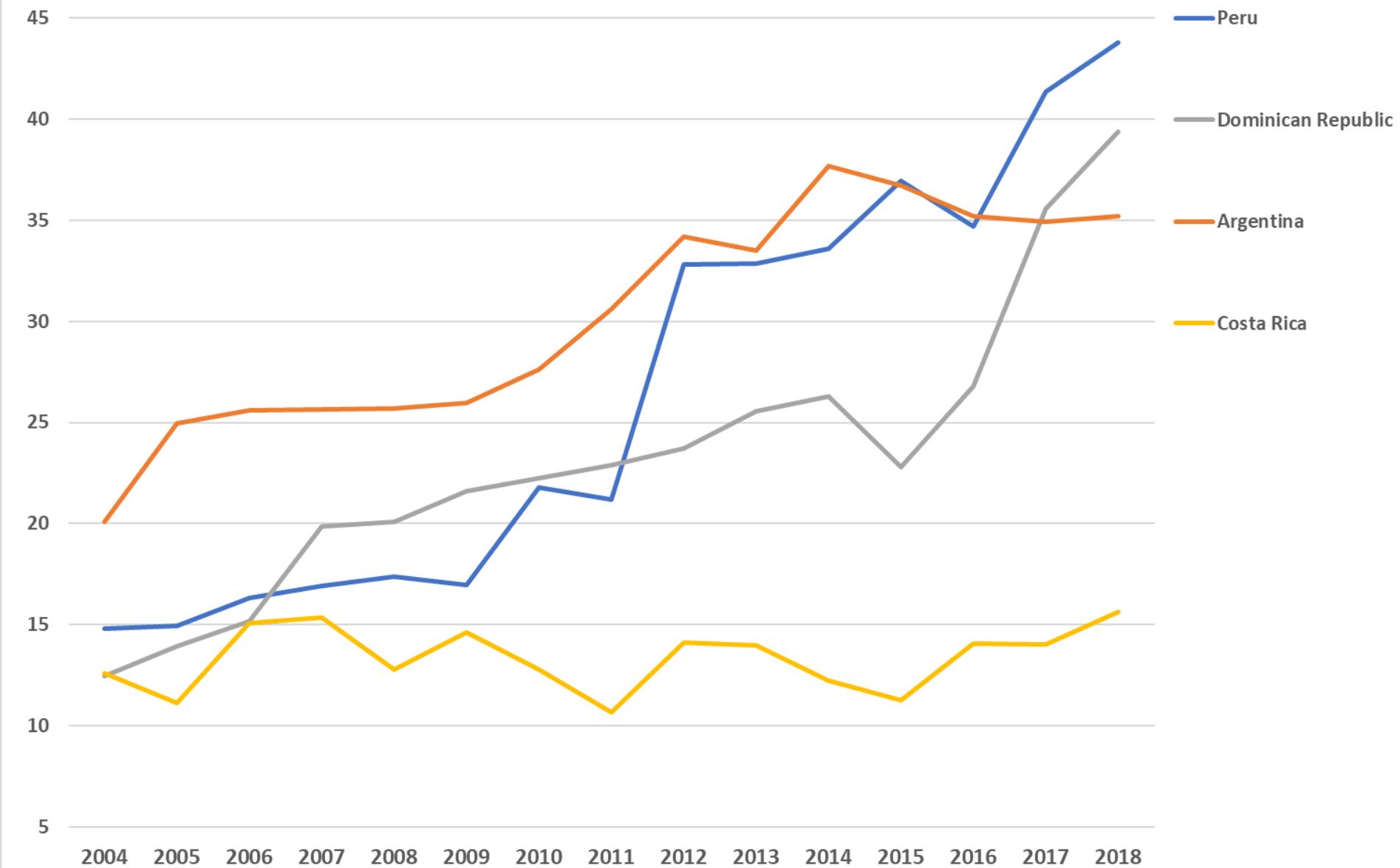
In order to establish a unit free index, all components are normalized using the standard formula:

- ▶ Normalized_Value = $(\text{Raw} - \text{Min}(\text{Raw})) / (\text{Max}(\text{Raw}) - \text{Min}(\text{Raw}))$.
- ▶ This formula rather than the Raw/Max(Raw) formula has been chosen essentially because of the existence of minimum values which differ from zero. If all minimum values for all components were zero both formulas would be equivalent and would generate identical normalized values.
- ▶ The LSBCI is computed by taking the simple average of the five normalized components. As a consequence, the LSBCI can only take values between 0 (minimum) and 1 (maximum). As to the first component, we simply take its complement to unity that is 1 - Normalized_Value to respect the correspondence between higher values and stronger connectivity.

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- ▶ **Tendencias claves y discusión**
- ▶ 10 recomendaciones

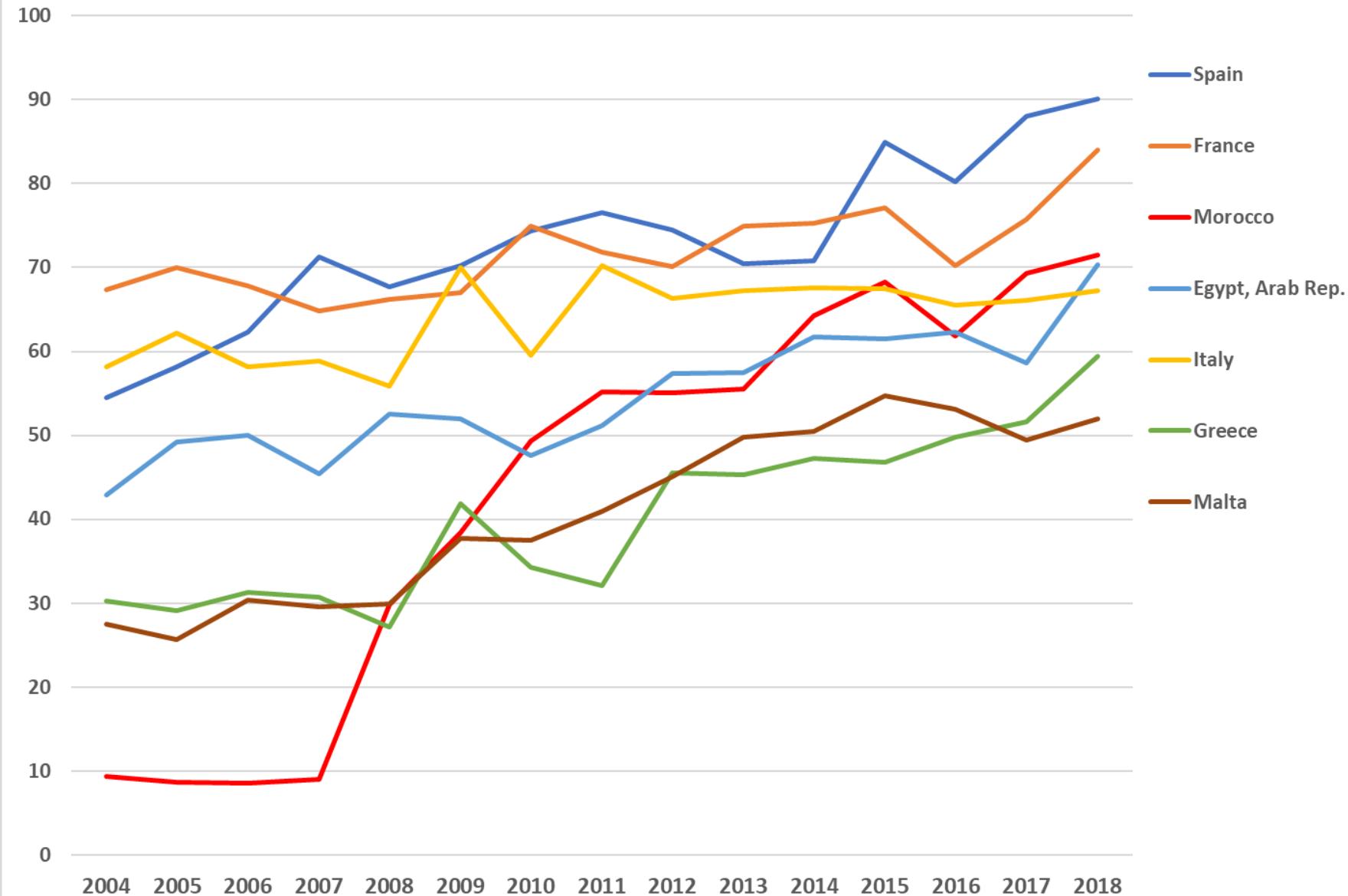


LSCI - Liner Shipping Connectivity Index

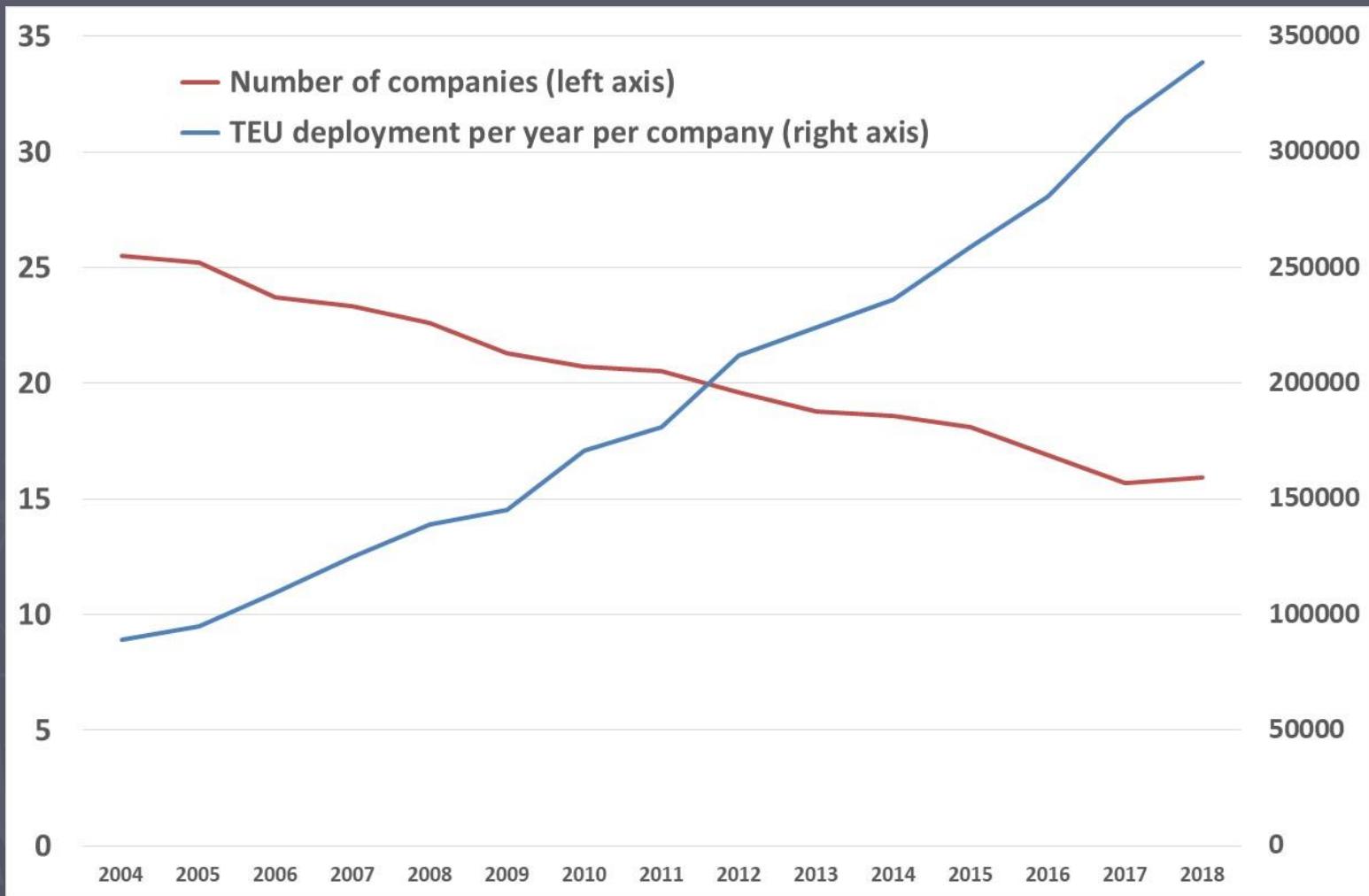


UNCTAD LSCI generated with data from MDS Transmodal - www.mdst.co.uk

Mediterranean LSCI

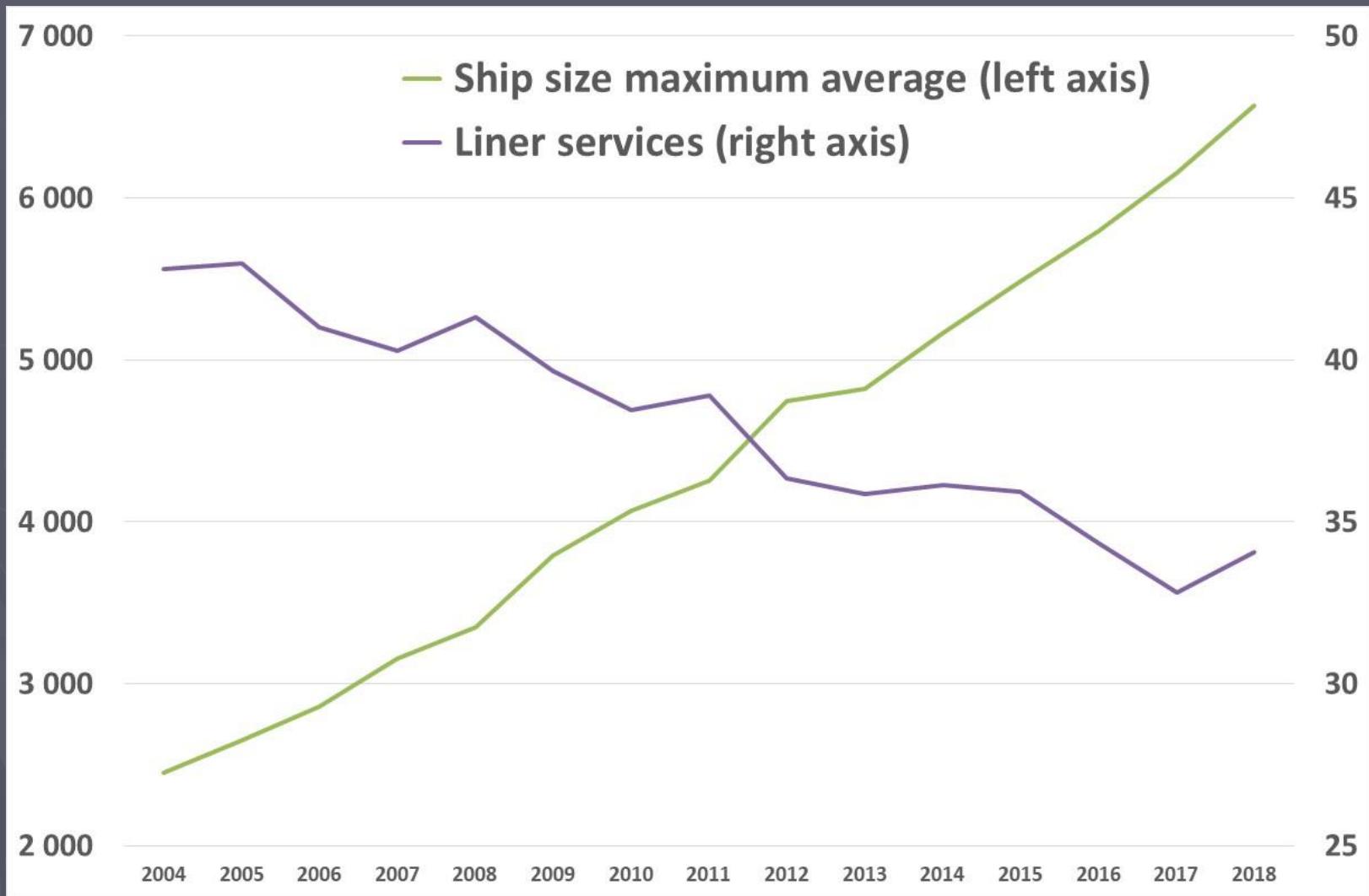


Menos empresas – más economías de escala



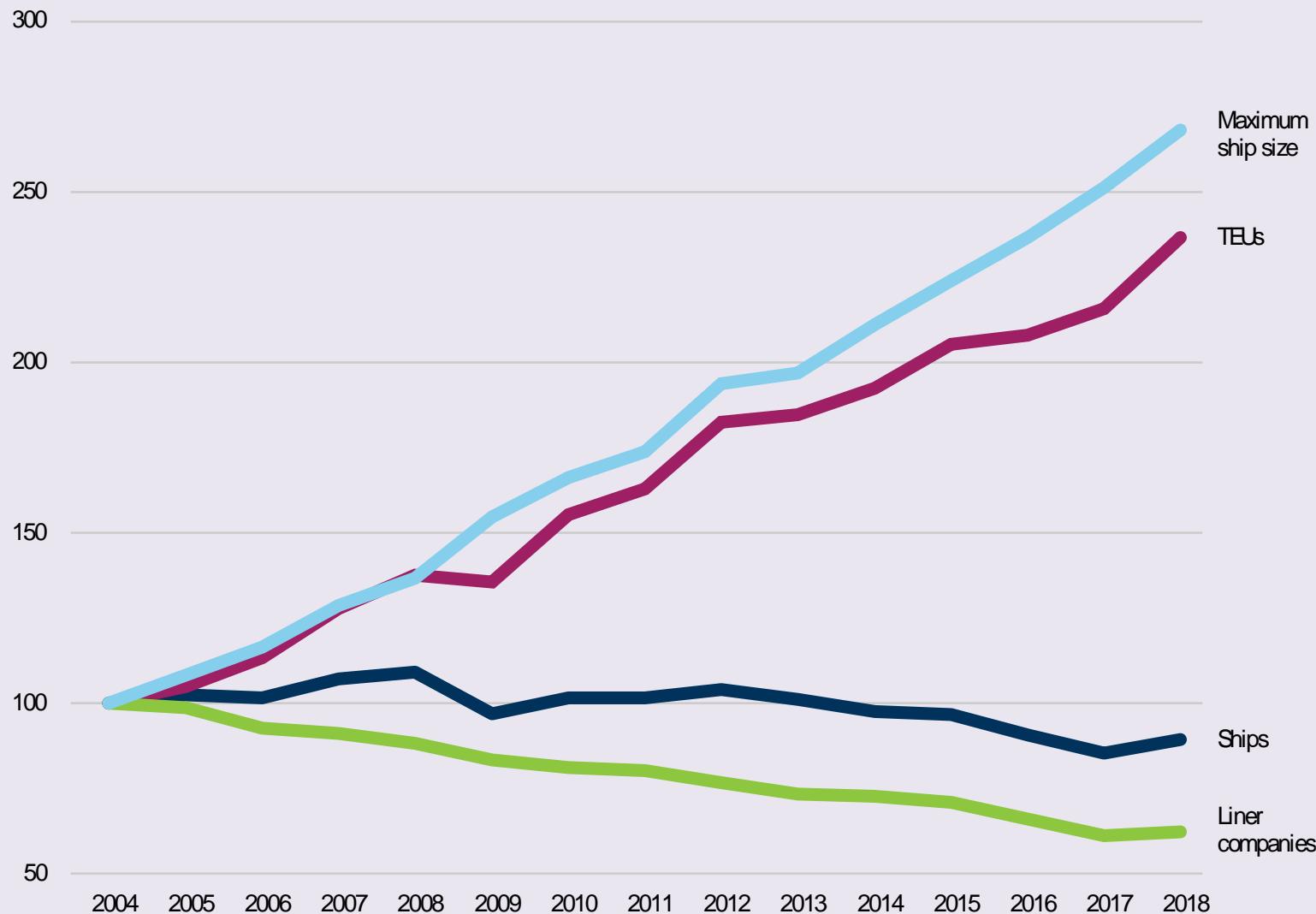
Promedio por país. Source: UNCTAD RMT 2018, based on data from MDS Transmodal

Buques más grandes – menos servicios



Promedio por país. Source: UNCTAD RMT 2018, based on data from MDS Transmodal

Tendencia en la asignación de buques portacontenedores (2004 = 100)





UNITED NATIONS CONFERENCE ON TRADE AND DEVELOPMENT
UNCTAD

MARKET CONSOLIDATION IN CONTAINER SHIPPING: WHAT NEXT?

Over the past two years, a wave of market consolidation has transformed the global container shipping industry, leading to mergers and acquisitions between container lines, reshuffling of shipping alliances, and the expansion of shipping companies into new markets. These developments for market consolidation, while raising some questions as to the implications for market concentration levels, are also raising questions as to whether the industry is becoming an oligopoly on certain routes.

Consolidation activity in 2016–2018 reflects the industry's efforts to cope with the difficult market conditions faced since the 2008 global financial crisis. In many years, container shipping has struggled with low freight rates, declining earnings and poor financial returns.

There are clearly two sides to the container market consolidation story. On the one hand, consolidating and forming alliances can help to reduce costs, better match ship capacity with demand and enhance efficiency. These alliances can benefit shippers if a given route's savings are achieved by container lines translating into lower rates and improved service offerings. On the other hand, ship supply, trade and ports can be negatively affected, if on a given route, consolidation results in reduced competition, constrained supply, market power and abusive higher rates and prices. These factors call for systematic review and assessment of consolidation trends in container shipping.

Growing container shipping market consolidation

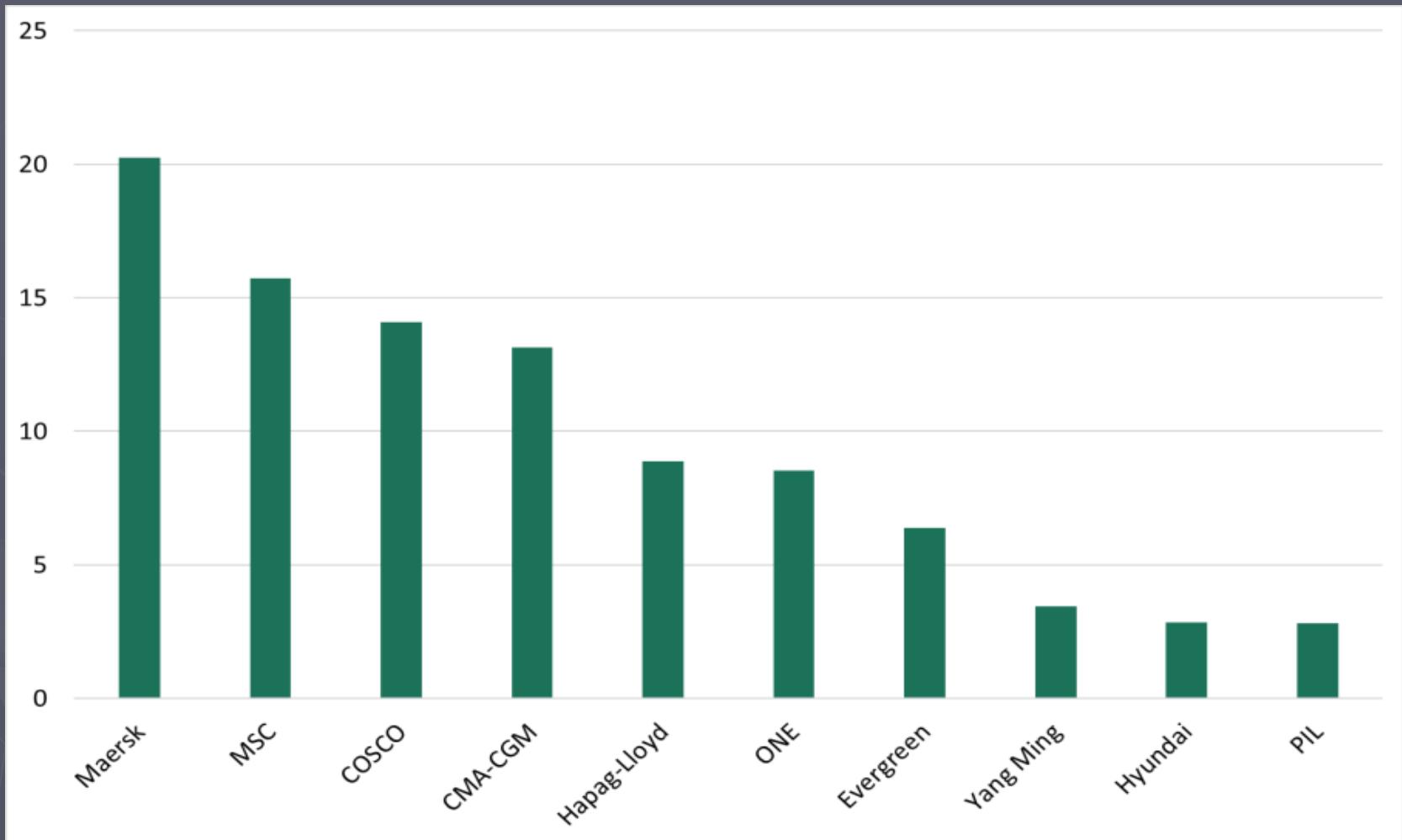
Since 2016, the global container shipping industry, which handles about one-third of seaborne merchandise trade in terms of value, witnessed a series of developments leading to major market consolidation.¹ Container lines conducted various mergers and acquisitions and formed larger strategic shipping alliances or groups where members of the lines cooperate on strategic issues. This consolidation activity resulted in greater market concentration,

with a handful of container lines dominating the market. As of January 2018, the top 15 container lines accounted for just over 70 per cent of all container ship capacity. By June, this had increased to almost 70 per cent of capacity, reflecting the completed operational integration of the new mergers.

Between 2004 and 2018, the number of companies providing services per country

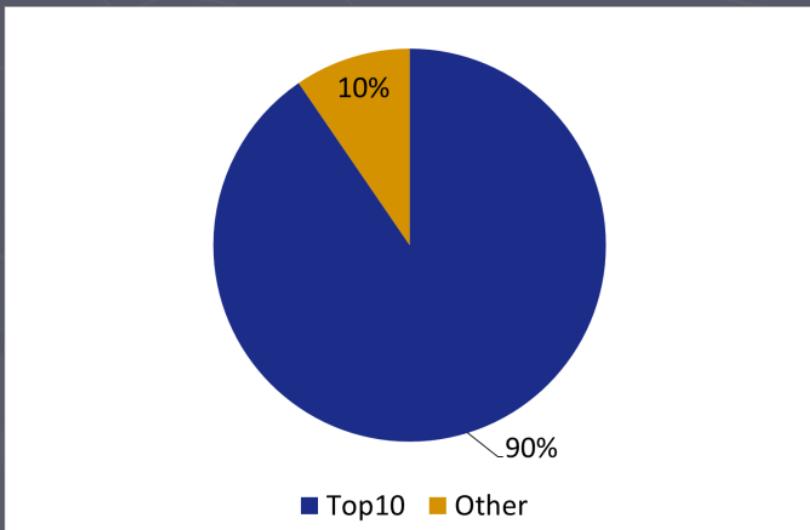
¹ The policy brief draws mainly upon the information, data and analysis reported in the UNCTAD publication *Market Consolidation in Container Shipping: What Next?*, December 2018. Relevant references and sources are available at <http://unctad.org/oligopoly>.

Top 10 navieros

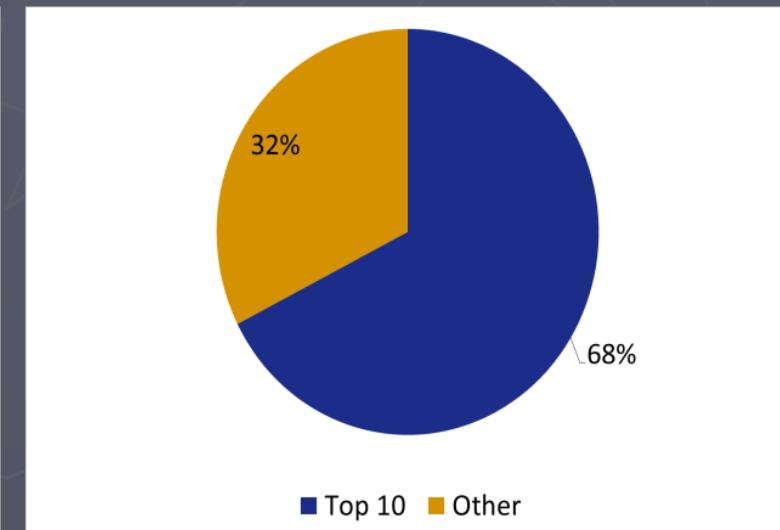


Capacidad top 10

2019



2014



MDS Transmodal Containership Databank, February 2019

Alianzas

► Controversia



RBB | Economics

Consortia, pass-on and service quality

Prepared at the request of the WSC

Lloyd's List Maritime Intelligence | Informa

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TAGS: EU | Containers | Regulation

World Shipping Council attacks 'flawed' ITF report on BER

As the European Commission prepares to deliberate on the future of the consortia block exemption regulation, both sides of the debate are pushing their own views. A carrier body has now launched an attack on a report calling for the end of the BER

26 Mar 2019 | NEWS

Concentración en Alianzas

Miembros de 3 Alianzas

	2014Q1	2019Q1	% change
Number of services	150	285	90.0%
Number of ships per service	8	9	8.5%
Average ship size (TEU)	5,933	7,823	31.8%
Average round trip (days)	66	64	-3.0%

Otros

	2014Q1	2019Q1	% change
Number of services	431	223	-48.3%
Number of ships per service	7	5	-23.0%
Average ship size (TEU)	4,453	3,040	-31.7%
Average round trip (days)	63	68	7.9%

MDS Transmodal Containership Databank, February 2019

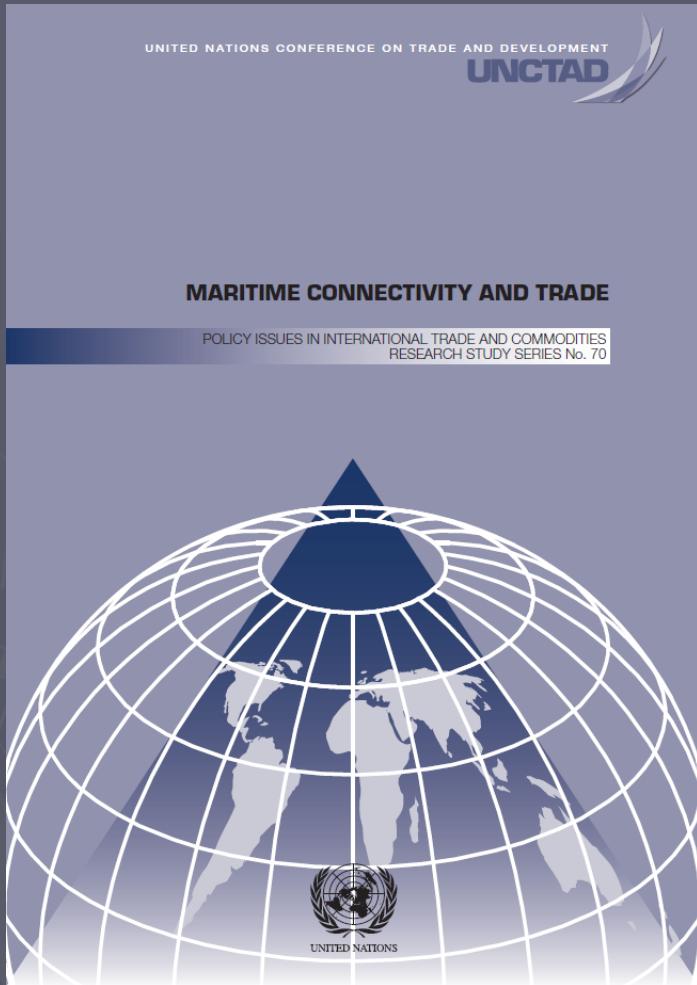
- ▶ ¿Por qué medir conectividad?
- ▶ ¿Cómo medir conectividad?
- ▶ Tendencias claves y discusión
- ▶ **10 recomendaciones**



UNCTAD recomienda



¿Qué se puede hacer para mejorar la conectividad marítima?
10 recomendaciones



#1: Mejorar pronósticos

Incluir la conectividad marítima en los planes y modelos comerciales.

- A la hora de negociar acuerdos, preparar políticas comerciales o planificar inversiones en infraestructuras de transporte, los estudios y previsiones pueden mejorar considerablemente si se incluyen datos sobre las redes de transporte marítimo

#2: Conectividad digital



Oportunidades de las nuevas tecnologías

- ▶ Las tecnologías de redes modernas ofrecen oportunidades de seguimiento de la carga y los buques y muchos otros avances digitales que pueden contribuir a mejorar la conectividad marítima.

#3: Cabotage



Promover la vinculación de los servicios marítimos nacionales, regionales e intercontinentales

- ▶ La limitación de los mercados de cabotaje a nivel nacional o regional puede generar ineficiencias innecesarias y dar lugar a una pérdida de conectividad marítima

#4: Coordinación regional



Son los mismos buques que llegan.

- ▶ No todos los países pueden albergar el mayor puerto central de distribución de la región. En el caso de los puertos situados en una misma ruta, tiene sentido planificar conjuntamente las inversiones portuarias.

#5: Modernización portuaria



Inversión en infraestructuras, tecnologías, procesos, y recursos humanos

- ▶ Dichas inversiones pueden darse en forma de alianzas público-privadas, ya que en los últimos decenios la mayoría de los puertos de uso público como las terminales de contenedores han sido objeto de una concesión o han contado con otro tipo de participación del sector privado.

#6: Que compitan los puertos



Las presiones competitivas incitarán a los operadores portuarios a maximizar su eficiencia y a transmitir los beneficios a sus clientes, expedidores y navieras.

#7: Plataformas de colaboración



Establecer comités de facilitación

#8: Facilitar del tránsito



Conectividad
marítima se
beneficia de
un hinterland
más amplio

#9: Sean Fuertes !



La conectividad no lo es todo. Responder a las presiones de las navieras de línea para que se invierta en los puertos capacitándolos para acoger a buques cada vez más grandes, especialmente en el contexto de las operaciones de transbordo, puede que no compense el gasto extra.

#10: Ser realista



Va a ser cada vez más difícil para los mercados más pequeños

The RMT package

The RMT



... is complemented by:

- ▶ On-line statistics

<http://stats.unctad.org/Maritime>

- ▶ Maritime country profiles

[230 two-page summaries](#)

- ▶ Teaching and advisory services

<http://unctad.org/TLB>

- ▶ Blogs and quarterly news

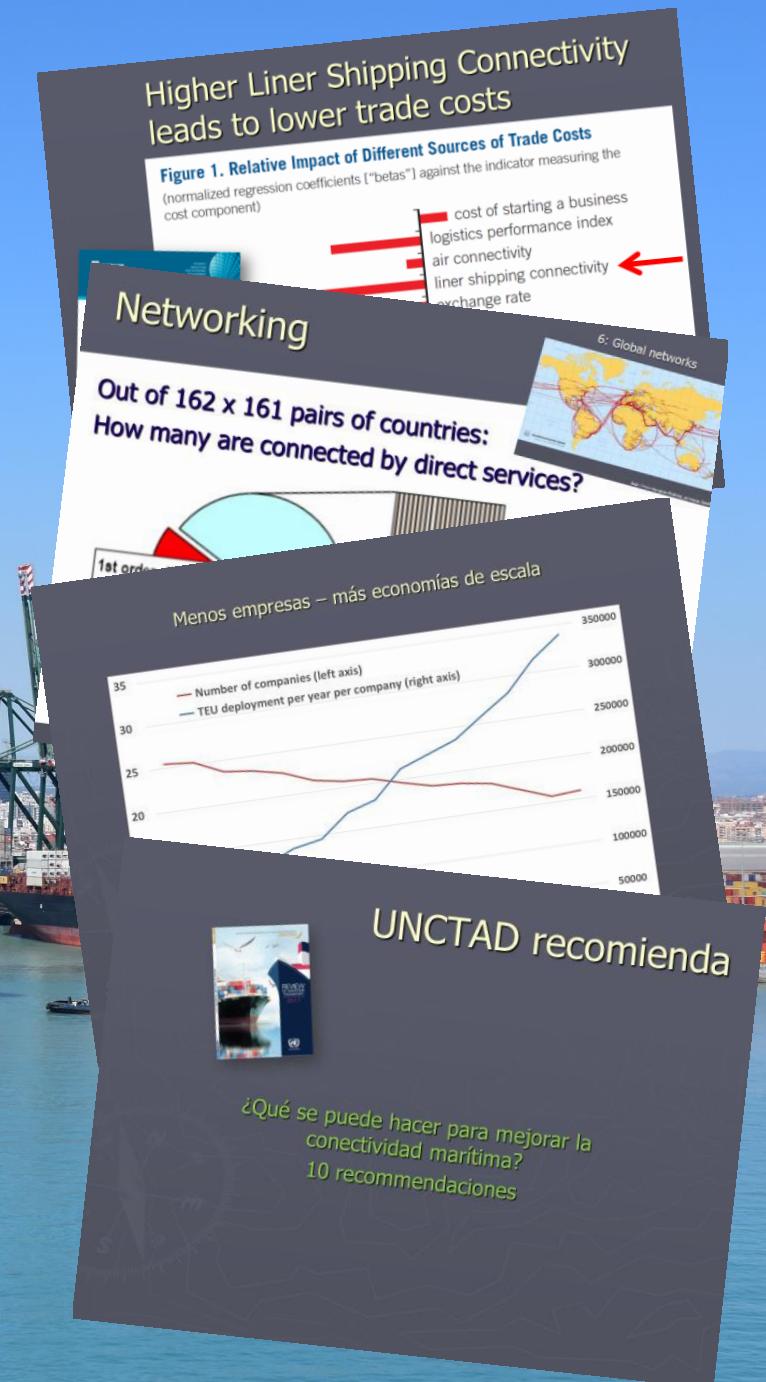
<http://unctad.org/transportnews>

► ¿Por qué medir conectividad?

► ¿Cómo medir conectividad?

► Tendencias claves y discusión

► 10 recomendaciones



CONECTIVIDAD Y COMPETITIVIDAD

Lugar: Edificio del Reloj del Puerto de Valencia

A las 9:30 hrs.*



28

marzo
2019



Conectividad Marítima

Jan.Hoffmann@UNCTAD.org