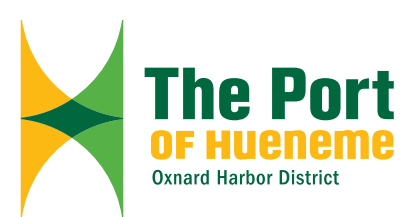


We Make Cargo Move



Port Executive Management Seminar
Port Pricing and Concession Strategies
December 1 - 3, 2014
Mérida, Yucatán, México





Overall Competitiveness

- Know your competition
- How do you measure up?
- Conduct a competitive analysis
- Understand your competitive position: Allows for more effective marketing and negotiating

The Tariff and Other Considerations

- Tariff:
 - Dockage; Pilotage; Wharfage; Freetime
 - Flexibility: Rates for specific cargoes (bananas)
 - Lower demurrage rates for lower wharfage (reduce dwell time)
- Capacity
- Infrastructure and Intermodal connectivity
- Stevedoring: Manning and equipment can inoculate tariff advantages



With no direct role in labor negotiations Ports can provide information

- Major port projects planned and status
- Customer base affecting labor demand
- Berth assignments and priorities
- Port leases with member companies
- Regulations now or in the pipeline that may result in jurisdictional issues
- Any contemplated privatization
- Any contemplated automation

The stakes are very high



Employee Contracts DO Impact Port Competitiveness

- Need to be sustainable / Healthcare and benefits
- Fiscal Responsibility / Equity and fairness





Local Contracts DO Impact Port Competitiveness

- FTZ & WTC – EDC-VC and Cal Lutheran
- Oxnard High School District
- Building Permits
- Revenue Sharing
- Measure M



Government Contracts (Regulation)





Joint Use Agreement

- Land Access - Flexibility
- Increased Berthing Capacity





Business Retention and Growth

- Maintaining the Competitive Edge
- Optimized Pricing
- Rebates – Long Term contracts
- Minimum Annual Guarantees
- Optimized Service
- Balancing different customer needs
- Creating win-win partnerships



Key to Success

- Mutual Give and Take
- Win-Win
- Longevity
- Achieve aura of Partnership

*“Coming together is a Beginning;
Keeping together is Progress
Working together is Success!”*

H Ford

*“Our greatest weakness lies in giving up. The
most certain way to succeed is always to try
just one more time.”*

Thomas Edison



We're Open for
Your Business

We Make Cargo Move

