Surviving the Competitive Marine Terminal Industry – Economics of Marine Terminal Operations

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Mission

• Profit
• Job Creation
• Public Benefit
• Political
Business Model

- Port Operated
- License/Landlord
- Private
- Other
Customers

- Terminal Operator
- Transportation Provider
- Shipper
- Warehouseman
- Others? Don’t be distracted!
Customer Needs

- Infrastructure
- Facilities
- Services
Customer Drivers

**Facility**
- Location
- Size
- Condition
- Amenities
- Term
- Cost

**Service**
- Accessibility
- Capability
- Reliability
- Security
- Transit Time
- Cost
Competition

- Similar Mission?
- Similar Business Model?
- Similar Funding?
- Similar/Same Customers?
Needs (not wants)

• Money
• Support
• Authority
• Supporting Infrastructure
Accomplishing the Mission

• Make good long range decisions – have a plan
• Meet/Exceed Customer Expectations
• Maintain Financial Viability
A Successful Port

• Fulfills its mission
• Is financially sustainable