



portzone

A CONVERSATION ABOUT DRY BULK WITH LUKAS PAUL

24 AUG 2022

13:00 UTC

WITH
**LUKAS
PAUL**



FEATURING

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EPISODE 1: HOLISTIC PORT PLANNING CONSIDERING THE CONCESSION PERIOD



Presentation Contents



- 1 | Holistic Port Planning considering the Concession Period
- 2 | Structure & Approach in-line with ISO 55000
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CHAPTER

'Holistic Optimisation Planning over Concession Period & Why'

1

There's Planning & There's Planning



- Acquisition plans
- Financial plans
- Departmental plans
- Terminal wide plans
- Combined terminal & HQ plans
- Terminal & community plans
- Short term plans

Plans Are Allowed Change



- Short term plans you can fix
- Medium term plans are hard to fix
- Long term plans cannot be cast in stone
- But long-term plans can be created & managed from start to end of concession
- We should not stop detailing a long-term plan, for fear of not knowing 100% of the end game
- Change & variables are good and they can be managed



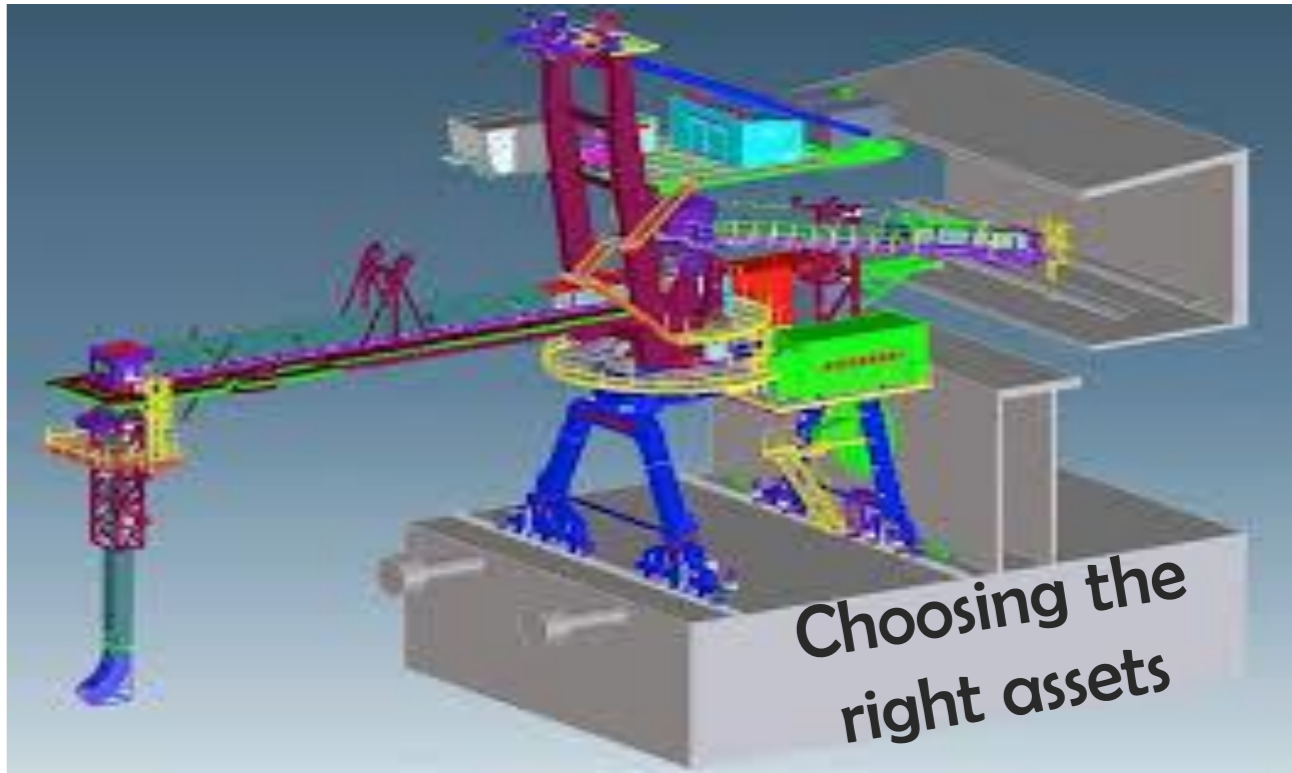
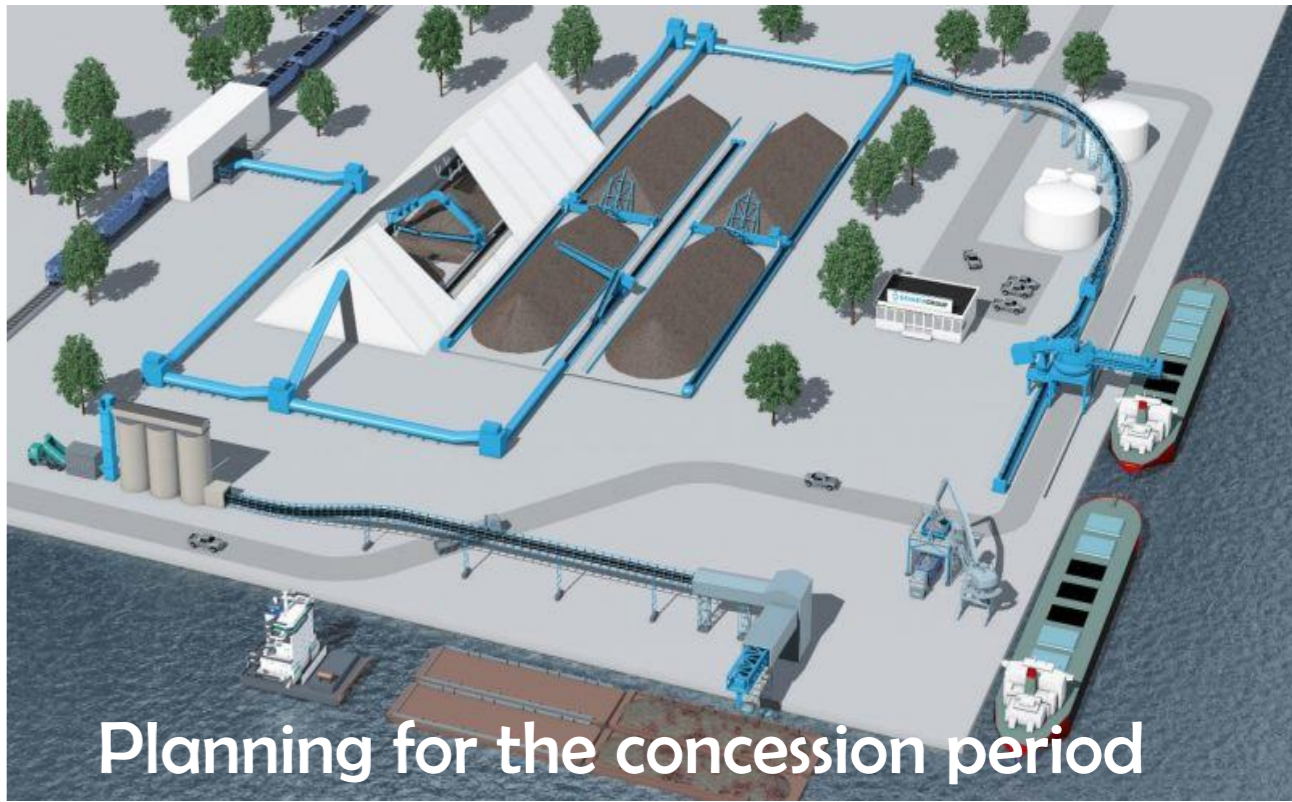
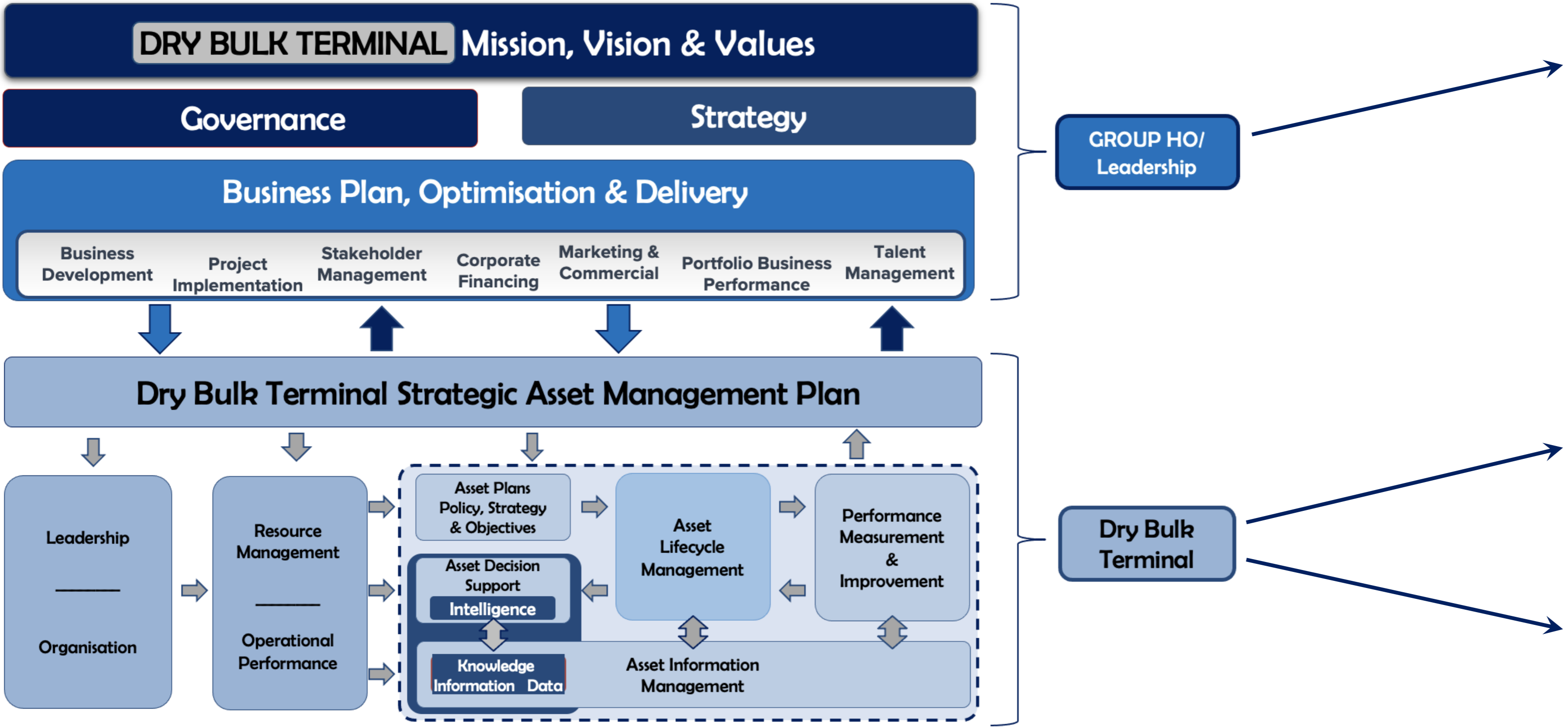
CHAPTER

'Structure & Approach in-line with ISO 55000'

2

Structured Approach to Holistic Planning

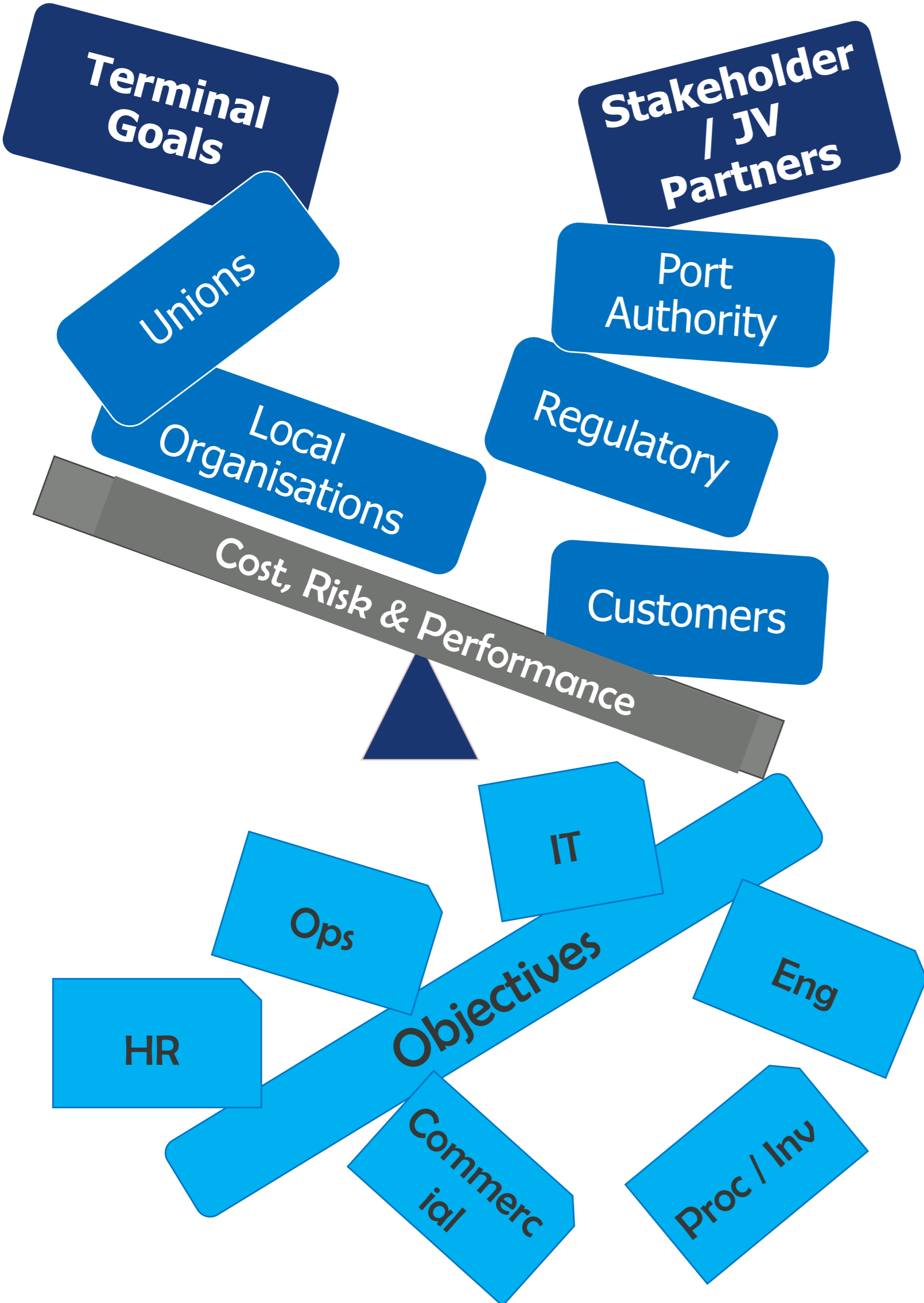
Using an Asset Management approach for creating strategic holistic planning and optimisation.



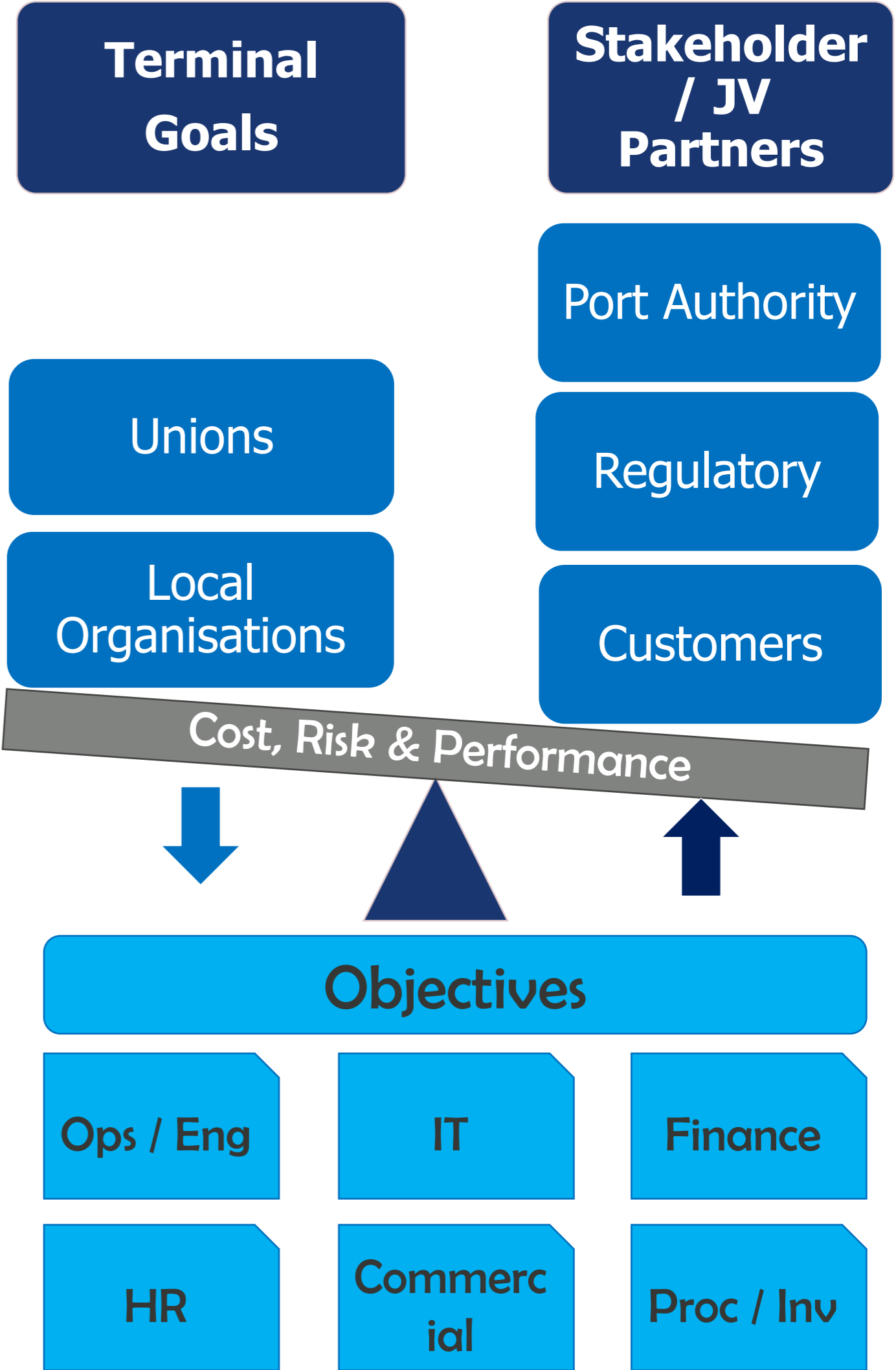
Line of Sight

Asset Management ISO 55000 is.....
“The coordinated activities of an organization for the purpose of generating value from assets”

Holistic Planning is all about Alignment



- A strategic & holistic operational plan for a Dry Bulk terminal, or any terminal for that matter, gets closer to perfection once all elements have been considered.
- This gives everyone
 - Clarity
 - Structure
 - Alignment
 - Balance
 - Purpose
 - Goals
 - Collaboration
 - A structure that can evolve....





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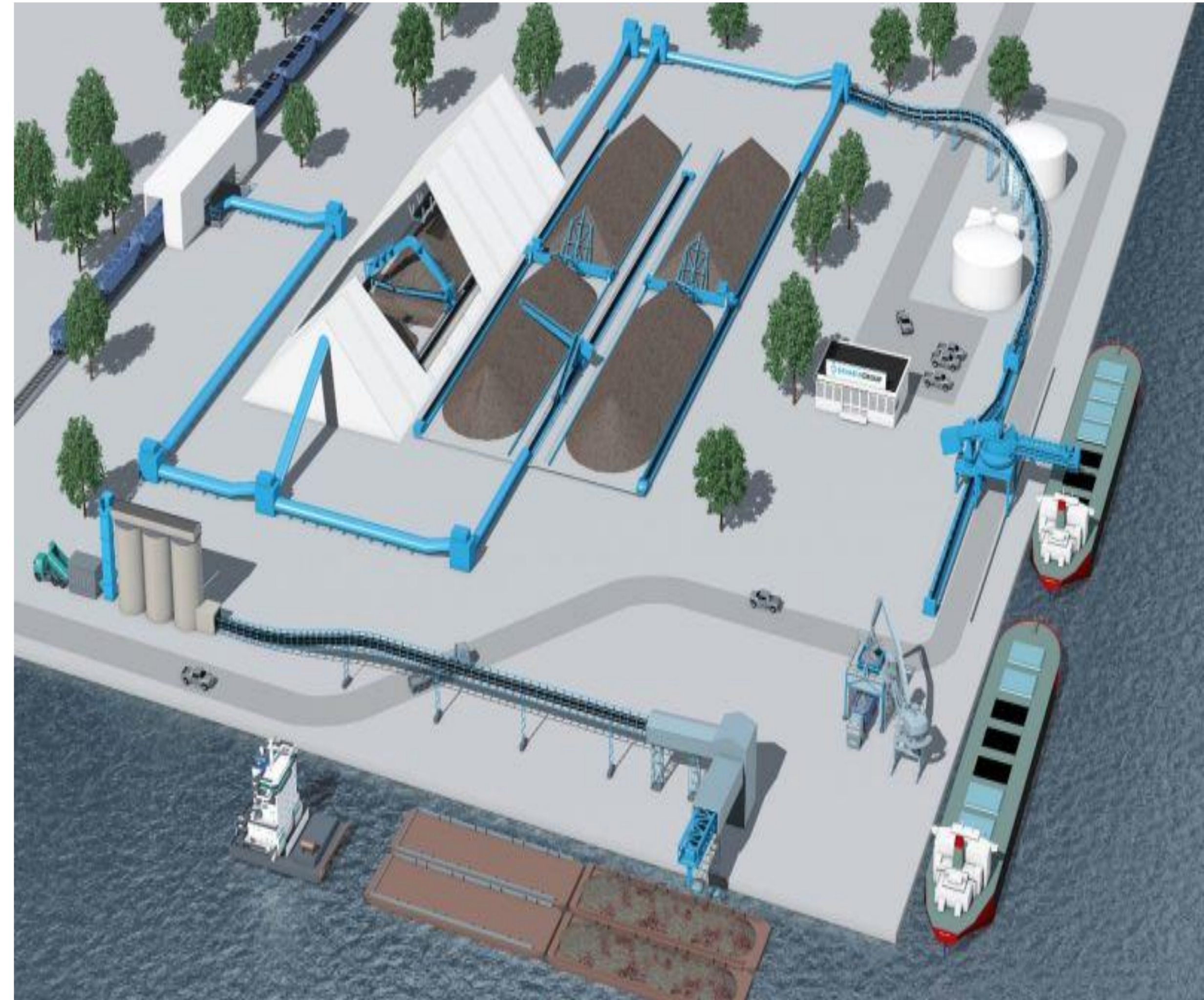
'Ground Zero'

3

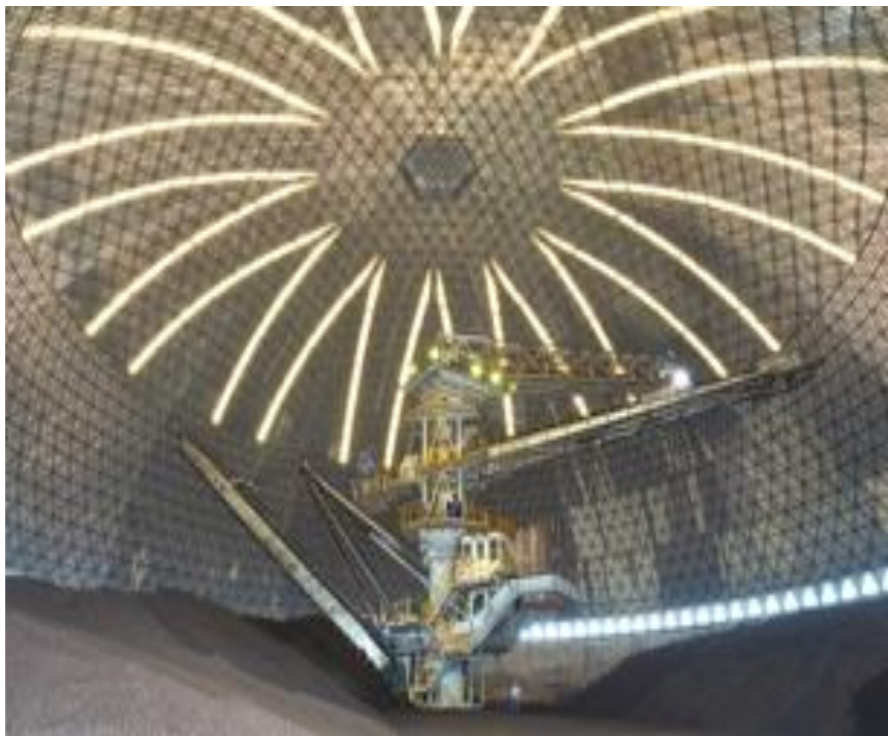
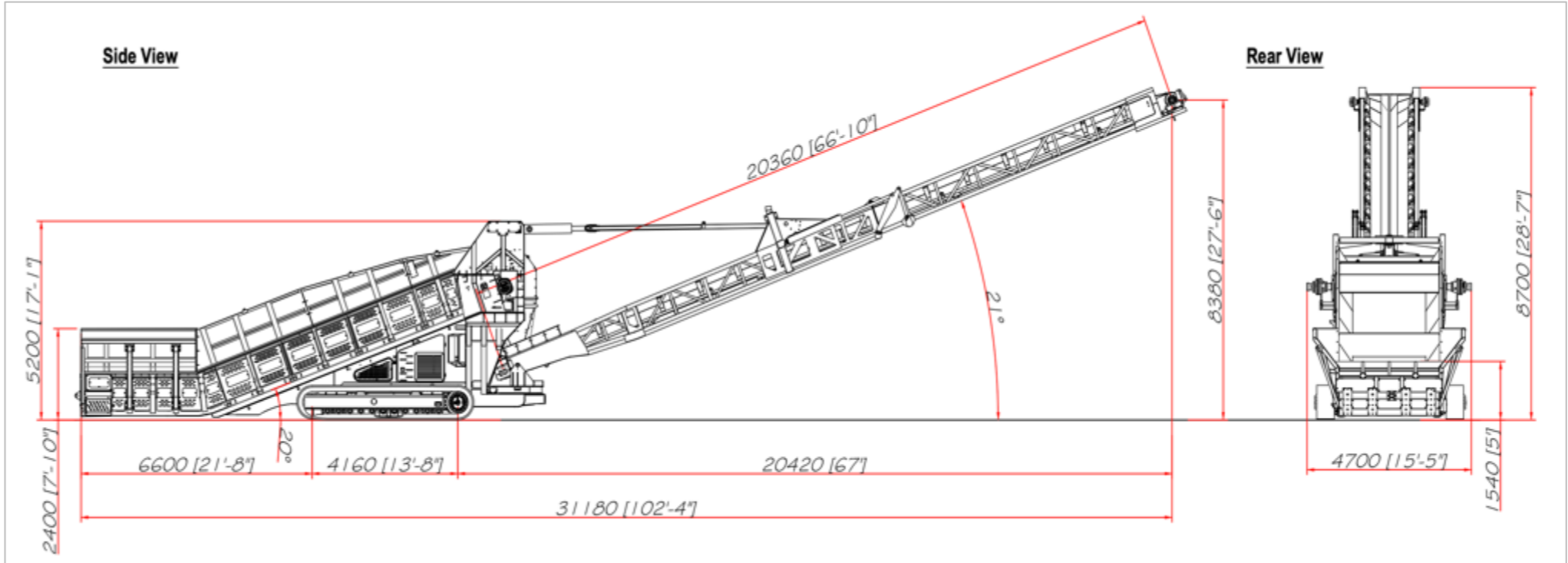
Getting Started....



- Get data & analyse.
- Engage with management (all levels).
- Understand overall goals and objectives.
- Understand concession & duration.
- You may have brownfield, with expansion.
- Spend plenty of time on equipment types, modes & options.
- Understand terminal impacts from outside the terminal.
- Pull together the holistic picture with all operational, equipment options as well as phasing scenarios.
- Start with 'Desired Future State' – create 'Current State' and develop the journey between the two.

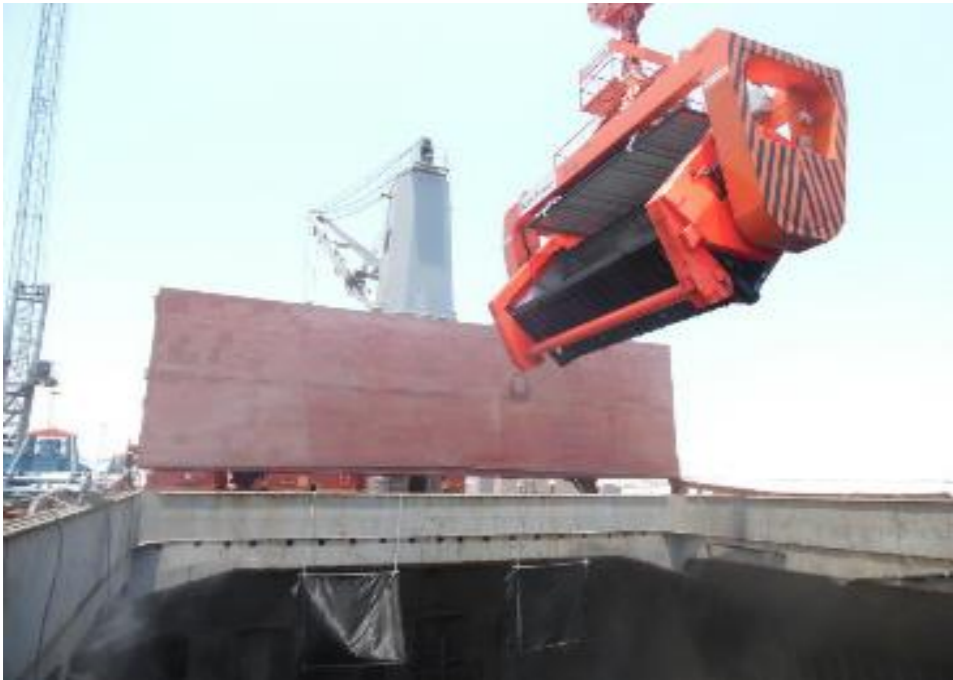
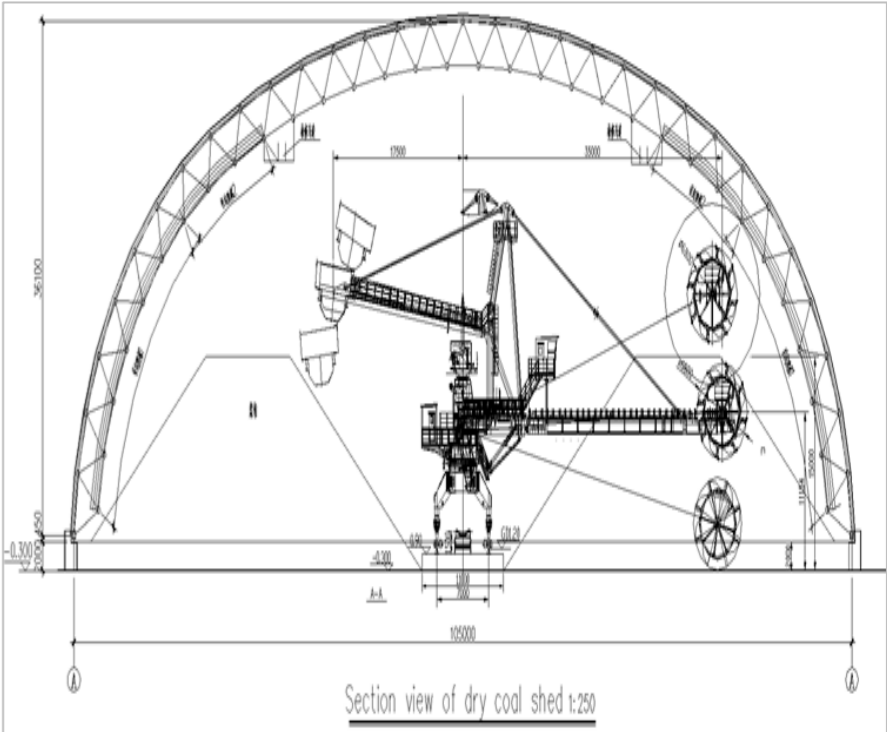


Decisions, Decisions.....



BALANCING

- TIME?
- MONEY?
- RISK?
- PERFORMANCE?
- ADAPTABLE?



Balancing Cost, Risk & Performance.....

- A significant business risk for any greenfield/ brownfield terminal operator is the complexity of designing the right type of equipment for your immediate needs, never mind the longer term.
- Defining the operational philosophy of a dry bulk terminal is a fairly-straight forward exercise. We know well that optimising equipment deployment throughout the duration of a concession requires a lot more careful thinking about the operational philosophy than people tend to think, especially for multi-commodity bulk terminals.
- The time spent up front in the equipment and operational planning phases, will be time well spent indeed.





CHAPTER

'Life of Concession'

4

Planning for Life



- Planning over the life of the concession is important, but some will think it's not so easy.
- What financial, performance or development triggers are there in the Concession Agreement?
- What happens at the end of the concession?
- What products do we know will remain constant, what new products should we be aware of, how would this disrupt our operational strategy and longer-term planning?
- Can a holistic plan be created in a way that it can be managed and evolved with the business & country needs, and geo political impacts?



CHAPTER

'Planning Beyond the Concession Boundary & Why'

5

Looking out to Sea?

- Can a vessel arrive and depart from your berth 24/7, if not why?
- What weather events hinder this access?
- Does current channel dept & width restrict types or quantities of vessel?
- Can any of the above be 'changed for the better', through collaboration with local Government & Agencies?
- If they can – at what cost and timeline, and how would this impact your operational strategy and business plan?
- Understanding Risk, Quantum and Impact, to your holistic operational strategy, may change the work and effort needed to addressing that change.



The Community?



- Roads?
- Traffic now, and anticipated traffic volume throughout your growth – both in the community, and inside your terminal.
- If you have 100 trucks going through the community today, what impact does a 1,000 trucks have on the community and its infrastructure?
- How do you align strategic discussions with local communities and government in-line with growth plans that can impact both?

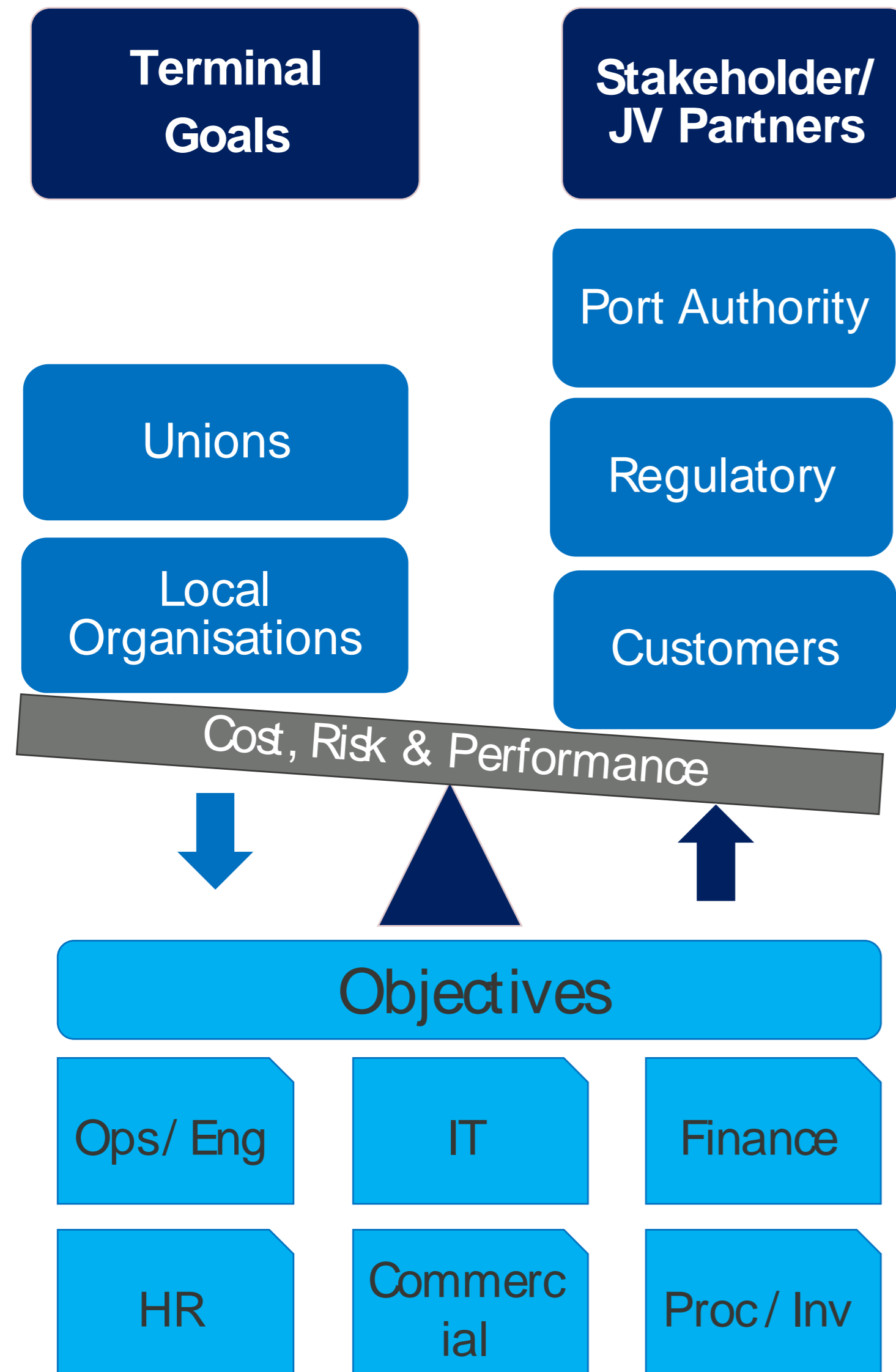


CHAPTER

'Investor & Stakeholder Confidence'

6

Keeping Everyone on Board, Now & Forever



- Clarity does bring confidence to all stakeholders and investors.
- Clarity & alignment gives everyone control where its needed.
- Investors & stakeholders need plans they can revisit time and again, and see clarity, clarity & more clarity.
- People are not always scared of risk, if they can see evolving plans, properly documented and well articulated.



CHAPTER

'Conclusion'

7

Concluding



- You can apply this approach to a greenfield or brownfield.
- You can use this approach to update or modify your existing Master Plan.
- Plans work better when they have been carefully designed to evolve over the concession period.
- Plans need a 'desired future state' written – and this can also change over time in-line with product and technology advancements, as well as global geo-political issues that can arise from time to time.
- Plans need a 'current state' written.
- The journey between the 'Desired Future State and your Current State', is the part that has to be able to evolve and adapt to changing local, and yes, those geo-political circumstances.
- Take the time to document roles with specific skills sets and oversight, who could become your 'Centre of Excellence' and look after your evolving plan, by meeting when needed, in order to update, amend and align the plan with your business strategy, goals and objectives.

