



Welcome  
We start at  
5:00 pm.  
See you in a  
moment

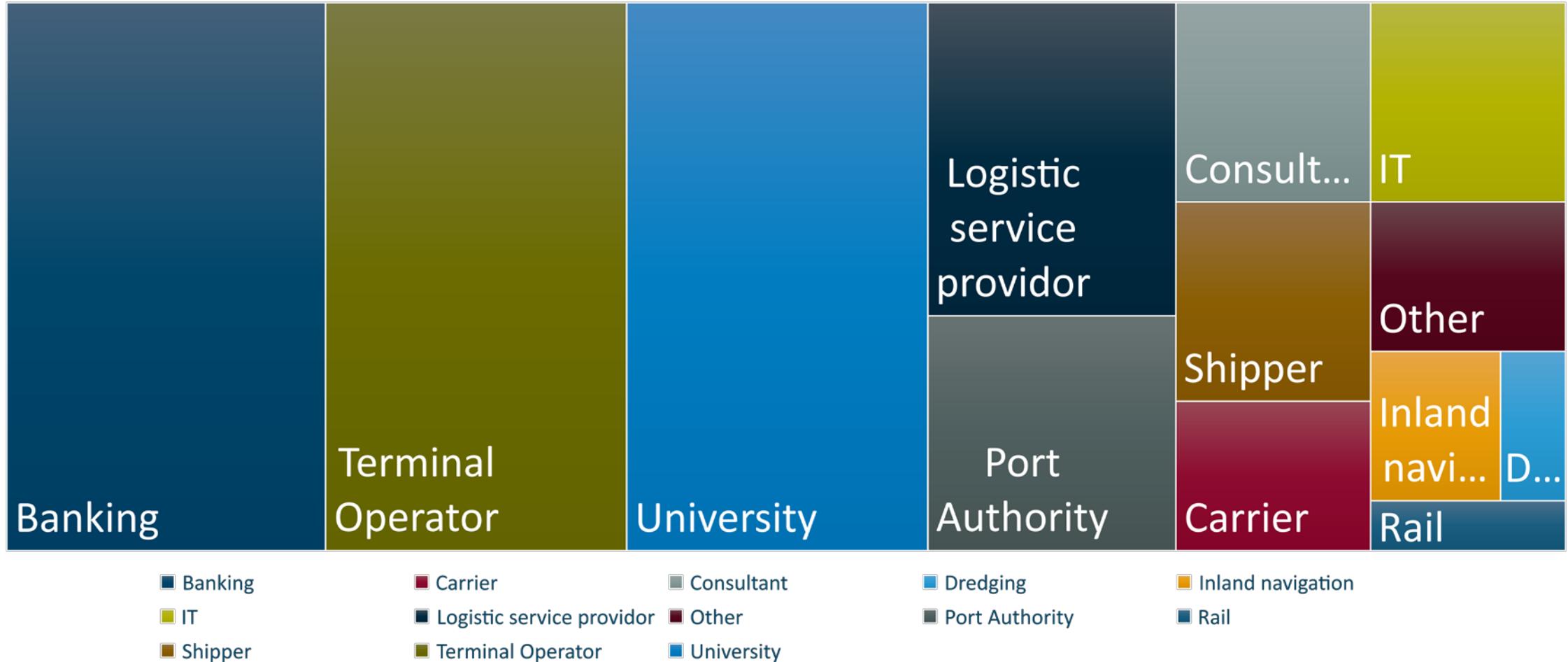
**PORT  
COLANNOVATION**

# **BNP Paribas Fortis Port Co.Innovation Happy Hour 2**

Prof. Dr. Christa Sys

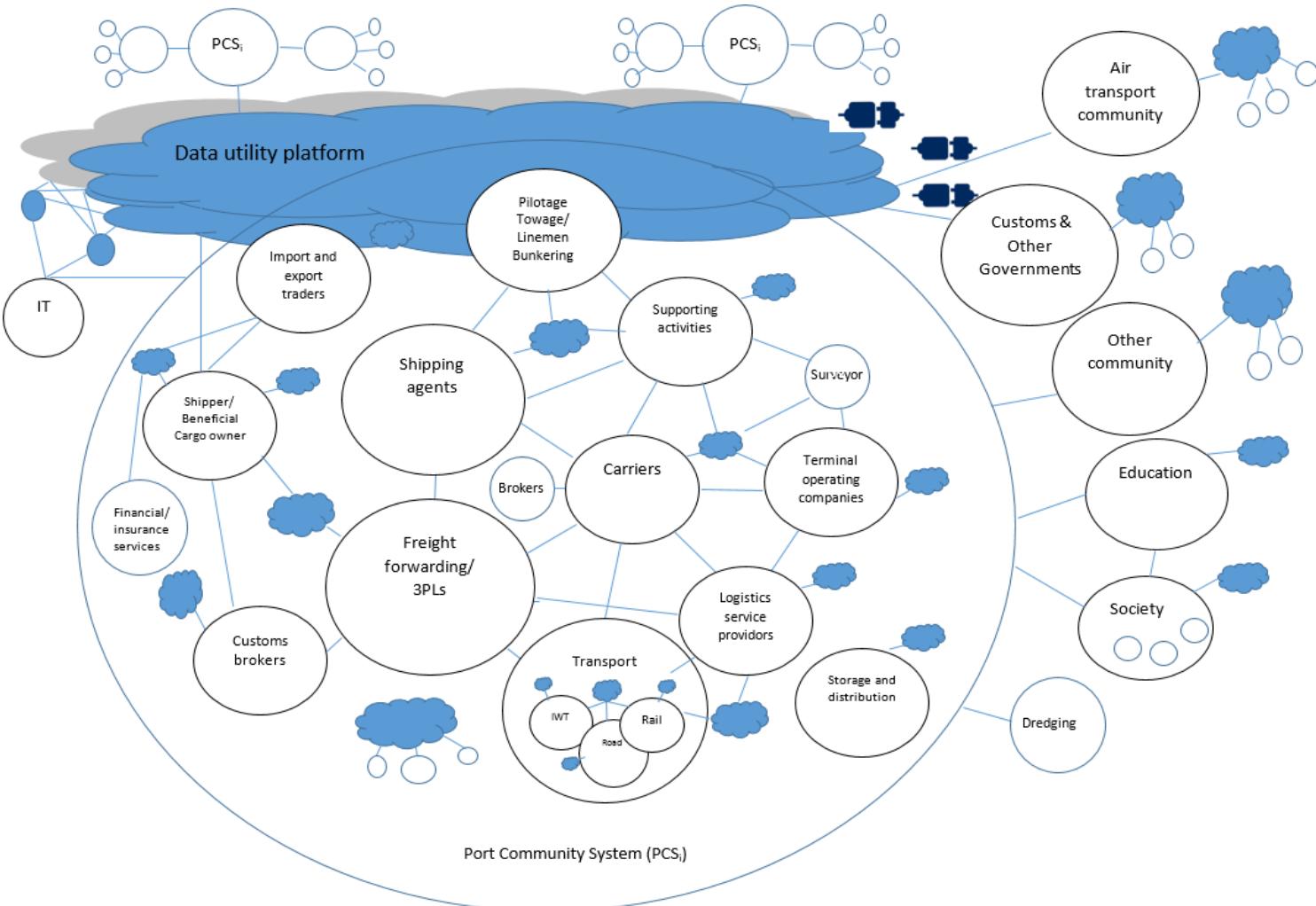
Holder of the Chair BNP Paribas Fortis Transport, Logistics and Ports

# Welcome @participants (88 Registrations)



# Goal

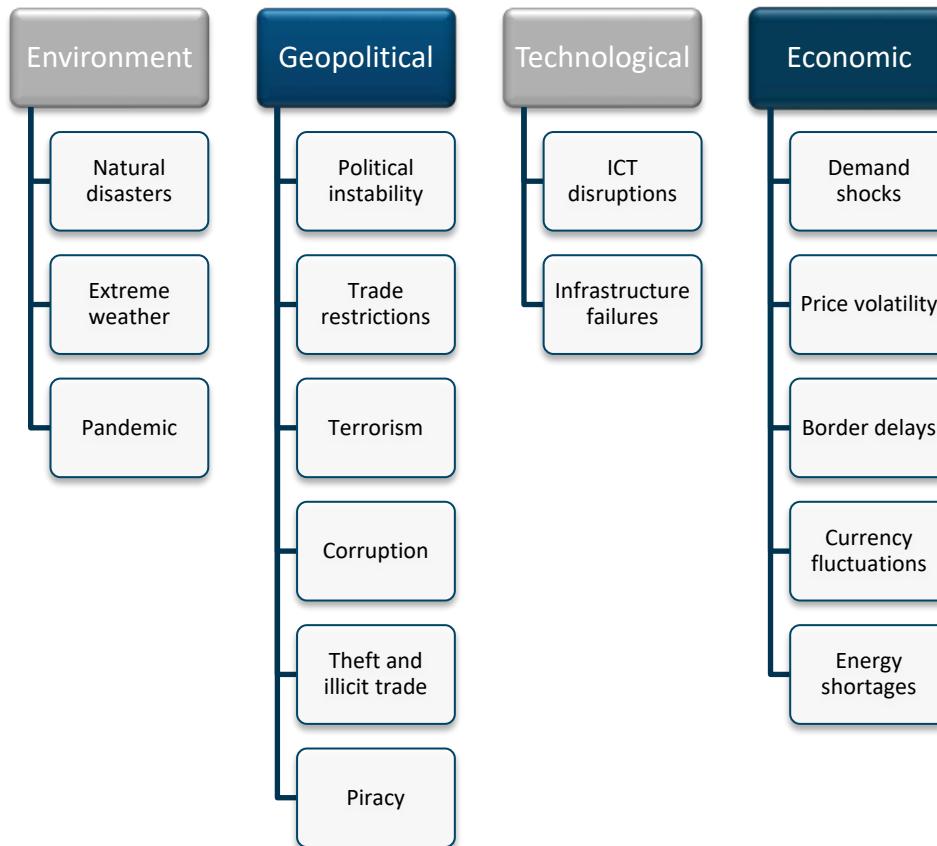
## Creating resilient maritime ecosystem



# Theme: risk & resilience

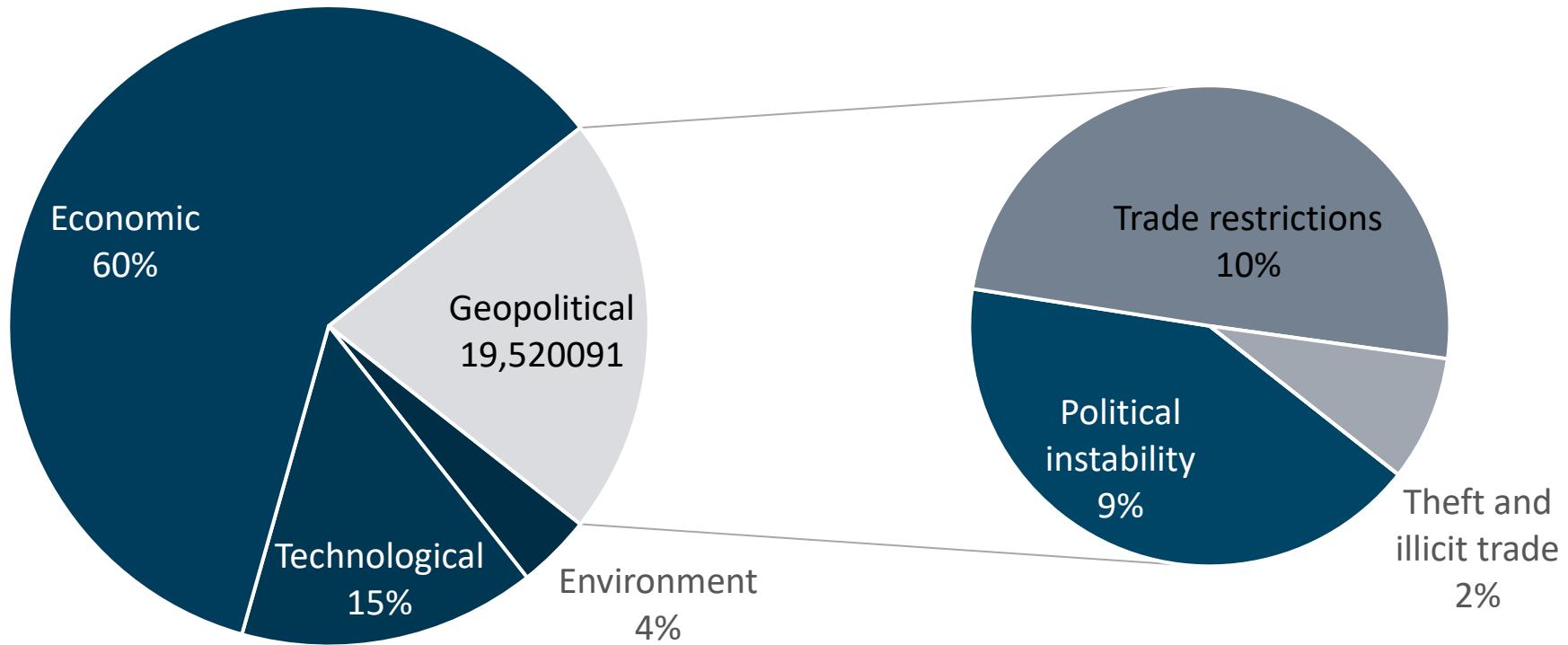
## Risk

- a situation involving exposure to danger (threat)((Oxford dictionary))
- the combination of the probability of occurrence of an event and its negative consequences (Holton, 2004).
- with respect to supply chains, a risk could be **any factor that obstructs the flow of information, materials, and products from the supplier to the consumer** (Juttner et al., 2003).



# Theme: risk & resilience

## From the survey (30)



# Program

| Time        | Topic  |
|-------------|--|
| 17.00-17.05 | Welcome by Prof. Christa Sys   |
| 17.05-17.35 | 'Supply chains in the post-Brexit era' by Mr Tom Hautekiet, CEO of Port Authority of Zeebrugge   |
| 17.35-17.45 | Q&A  |
| 17.45-18.15 | Supply chains in the post-COVID-19 era: towards more resilience?' by Prof. Van Woensel, Eindhoven University of Technology and Antwerp Management School |
| 18.15-18.25 | Final Q&A  |
| 18.25-19.00 | COVID Safe Happy Hour by Steve Snaeuwaert, Export Director, Halve Maan   |





# Supply chains in the post-Brexit era

| Tom Hautekiet  
CEO

# 2020: Zeebrugge delivers...

- ✓ Nearly **3% growth** in maritime traffic despite Brexit and Covid19 crisis
- ✓ **Additional** services and connections + increased capacity on existing connections and higher frequencies for services
- ✓ Despite Covid19, a **100% operational** port at all times
- ✓ All the necessary preparations to be **Brexit proof**
- ✓ Investing in the **future**: the port authority has invested twice as much in port infrastructure
- ✓ Strong **rail** ambition and rise in **estuary** shipping
- ✓ Largest on-shore **windpark** on 1 industrial site, a complete and fully operational **5G** network and the **greenest** tugboat fleet in Europe



# 2020: 3% growth



| Tonnage                 | 2020            | 2019            | +/-            | %           | Share in total tonnage |
|-------------------------|-----------------|-----------------|----------------|-------------|------------------------|
| <b>Roll-on/roll-off</b> | <b>14,2 mio</b> | 16,5 mio        | -2,3 mio       | -14,2%      | 30%                    |
| <b>Containers</b>       | <b>18 mio</b>   | 16,2 mio        | 1,7 mio        | 10,3%       | 38%                    |
| <b>Liquid bulk</b>      | <b>12,6 mio</b> | 10,8 mio        | 1,8 mio        | 16,5%       | 27%                    |
| wv. LNG                 | 11 mio          | 7,6 mio         | 3,4 mio        | 44%         |                        |
| <b>Breakbulk</b>        | <b>0,6 mio</b>  | 0,9 mio         | -0,3 mio       | -29,2%      | 1%                     |
| <b>Solid bulk</b>       | <b>1,7 mio</b>  | 1,3 mio         | 0,4 mio        | 28,9%       | 4%                     |
| <b>TOTAL</b>            | <b>47 mio</b>   | <b>45,8 mio</b> | <b>1,2 mio</b> | <b>2,7%</b> | <b>100%</b>            |

|                     |         |       |          |      |  |
|---------------------|---------|-------|----------|------|--|
| New cars<br>(units) | 2,2 mio | 3 mio | -0,8 mio | -26% |  |
|---------------------|---------|-------|----------|------|--|

# BREXIT: Port of Zeebrugge well prepared



## WHY?

UK = our main trading partner  
(16,4 mio tons in 2020 – 35% of total traffic)

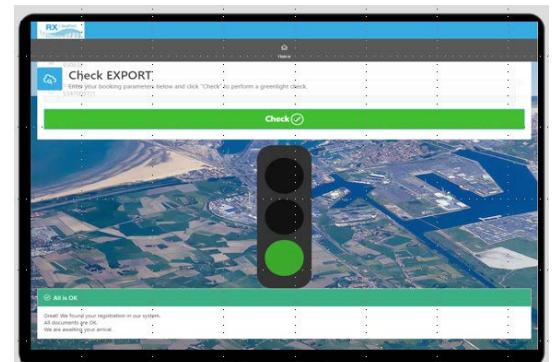
## HOW?

- ✓ Awareness raising – communication with clients, stakeholders, public authorities,...
- ✓ Digitisation: digital dataplatform
- ✓ Operational:
  - Traffic plan
  - Temporary parking areas
  - Signposts and digital traffic signs on access roads in hinterland



# BREXIT: opportunities

- ✓ Job well done: **no congestion** in the port
- ✓ Confirmation of **UK hub** position:  
Unaccompanied freight  
Direct connections to Ireland  
Tailor made solutions
- ✓ Improved contacts with **public authorities** (customs, FASFC)
- ✓ Improved contacts with ports on **UK site**
- ✓ Accelerated **digitisation** enables us to continue persistent 24u business model ZB-UK



Digitisation comes with **growing pains**:

- ✓ Lack of communication between different systems in the chain
- ✓ Lack of understanding
- ✓ Reluctancy to share data
- ✓ Misjudgement of possible consequences

How to **overcome** this?

- ✓ Improve communication
- ✓ Improve the performance and efficiency of the platform to generate more added value
- ✓ Acquire more insights in the data and make better use of it
- ✓ Move away from fragmentation. Broaden the scope of the digital platform, accelerate the link between and connection to other platforms in the supply chain

Trade agreement is a good start, but:

- NTB lead to extra costs and delays
- Future UK policy?
  - How far will UK diverge from European regulatory standards?
  - And what will be the consequences of that policy?



On local level: certain amount of resignation

- Operational focus
- Lack of proactivity concerning new possibilities (how to gain market share in UK markets, how to conquer alternative markets, develop new ways of working, ...)

**Personal background:** manufacturing environment

⇒ Always at the forefront. Use data to forecast the future and adapt, influence, react, ...

**Maritime ecosystem** is new. Mind shift needed.

Port authority lacks broad view on end-to-end supply chains: I believe we could and should do more. We lag behind when it comes to responding to disruptions in the market, while we should anticipate future change.

- ⇒ **Gain overview: Map and quantify freight flows**
- ⇒ **Data driven: collect and analyse data, invest in (data)communication to improve transparency**



| Thank you!

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# resilience:

“[t]he capacity of a dynamic system to adapt successfully to challenges that threaten the function, survival, or future development of the system.”

—Ann Masten, Professor, University of Minnesota  
College of Education and Human Development

## Supply Chains in the post- COVID19 era: towards more resilience

Tom Van Woensel

# About Tom Van Woensel

- BSc and MSc Applied Economics from the University of Antwerp
- PhD January 2003 from the University of Antwerp
- Full Professor at the Eindhoven University of Technology (The Netherlands)
  - Director of the European Supply Chain Forum
- Full Professor at the Antwerp Management School
  - Academic Director Global Supply Chain Management program
- Research on Freight Transport and Logistics
- Teaching at BSc, MSc, PostMSc, PhD and Executive level



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## Supply Chains in the post- COVID19 era: towards more resilience

Tom Van Woensel

# Supply chains: a short historical perspective

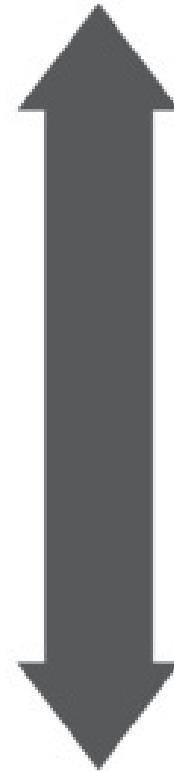
- 1940-1950 **Mechanization**
  - Labor intensive processes of material handling
  - Mid 1950 **Standardization** and **Containerization**
    - Seed for Supply Chain globalization
- 1960-1980s **Improving efficiency** and **Computerization**
  - Logistics and supply chain planning tools and execution technology
- > 1980 **Globalization**
  - Manufacturing, sourcing, inventory, transportation, etc.
  - Bottomline cost focus



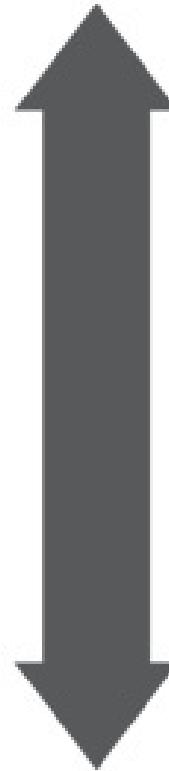
# Risk management



Unknown-Unknown



Uncontrollable



Known-Known

- Natural disasters
- Geopolitical risks
- Epidemics
- Terrorist attacks
- Volatile fuel price
- Currency fluctuations
- Port delays
- Market changes
- Supplier's performance
- Forecasting accuracy
- Execution problems

- Outsourcing and offshoring
- Cost reduction:
  - Transport
  - Labor
  - Raw material sources
  - Etc.
- Lean manufacturing
- Just-in-time

# THE RISK YOU TAKE MAY COST MORE THAN YOU WANT TO PAY



**69%**

Of firms say they do not have full visibility into their supply chains.<sup>1)</sup>

**63%**

Of organizations do not use any technology to analyse, track and monitor their supply chain performance.<sup>2)</sup>

**73%**

Of board members surveyed identified reputational risk as the area where they felt most vulnerable, but only 39% had a plan to address a reputational crisis.<sup>3)</sup>

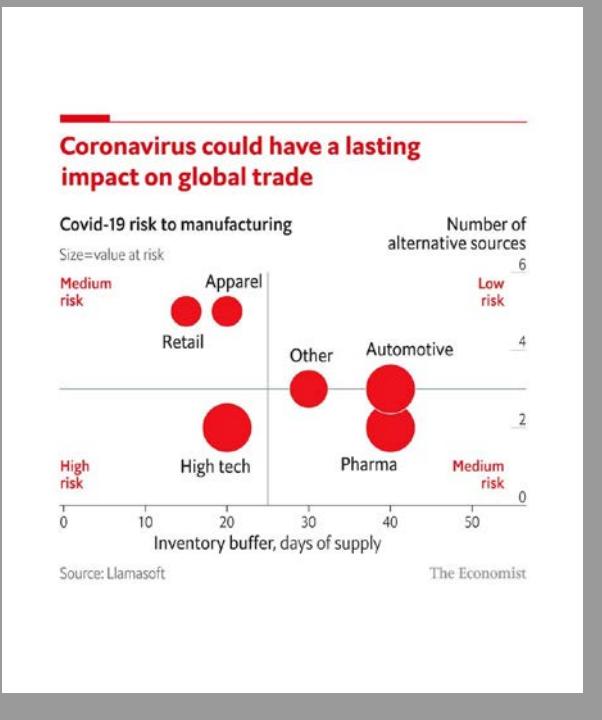
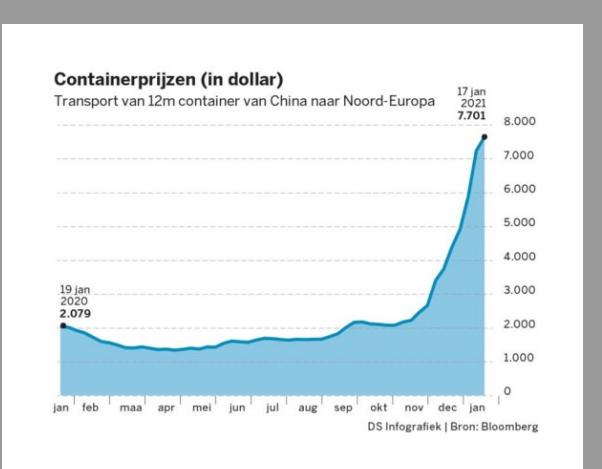
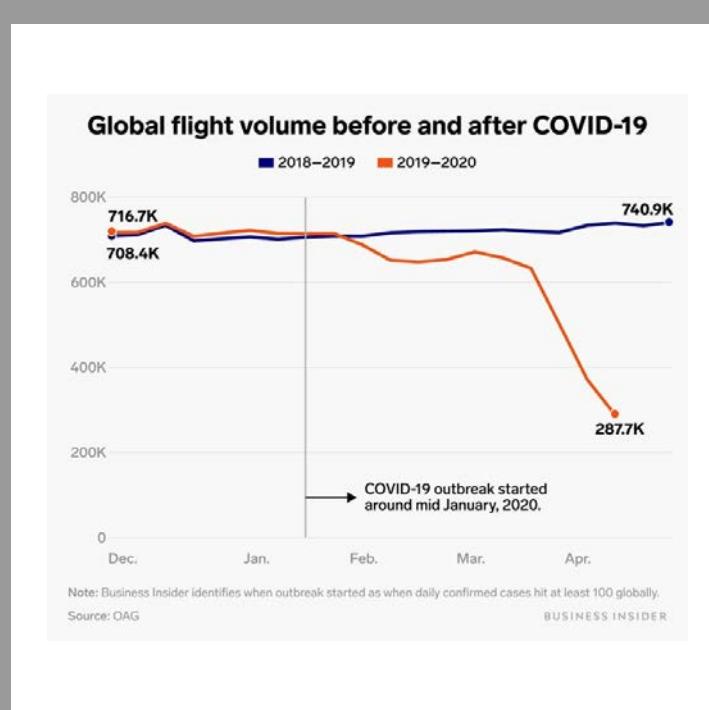
**99%**

Of the companies have experienced a disruption in their supply chain over the past 5 years.<sup>4)</sup>

Source: <https://www.resilience360.dhl.com/>

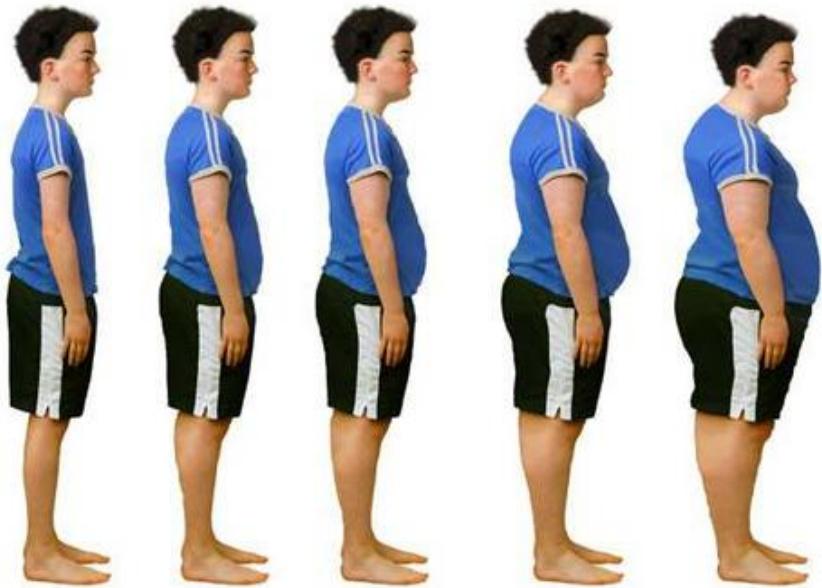
# COVID19 Insufficient resources

- 40% of air freight with passenger planes
- Containers
- Sourcing alternatives
  - Manufacturing
  - Materials
  - Modalities
- Warehouse capacity
- Bullwhip phenomena



# Post Covid-19 supply chain?

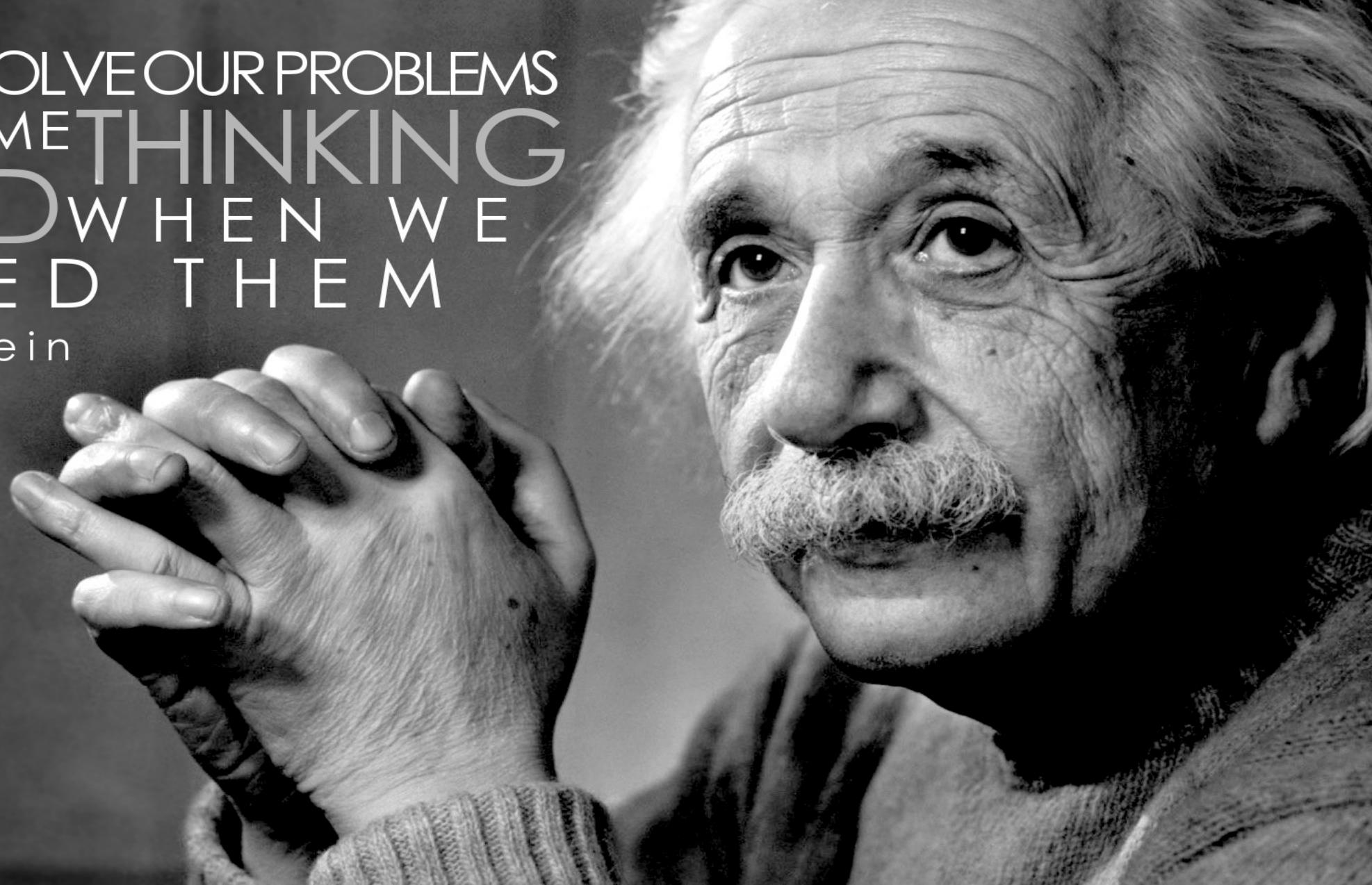
|                           |        | Consumption |        |        |
|---------------------------|--------|-------------|--------|--------|
|                           |        | Local       | Region | Global |
| Supply Chain organization | Local  | L4L         |        |        |
|                           | Region | R4L         | R4R    |        |
|                           | Global | G4L         | G4R    | G4G    |



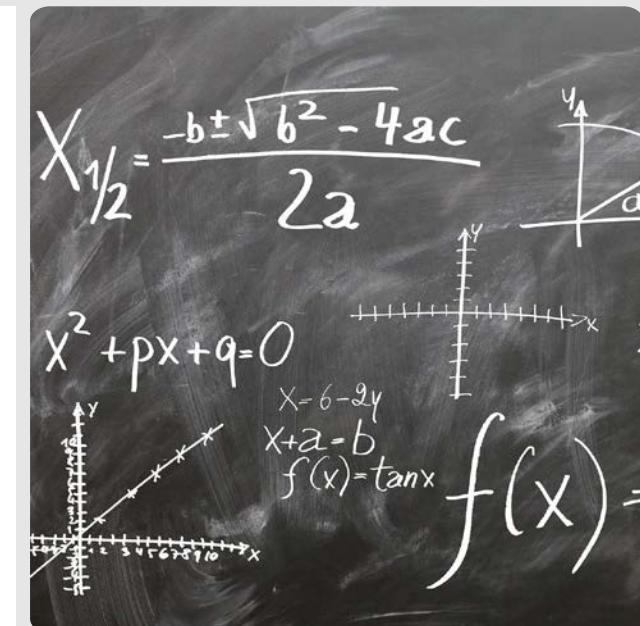
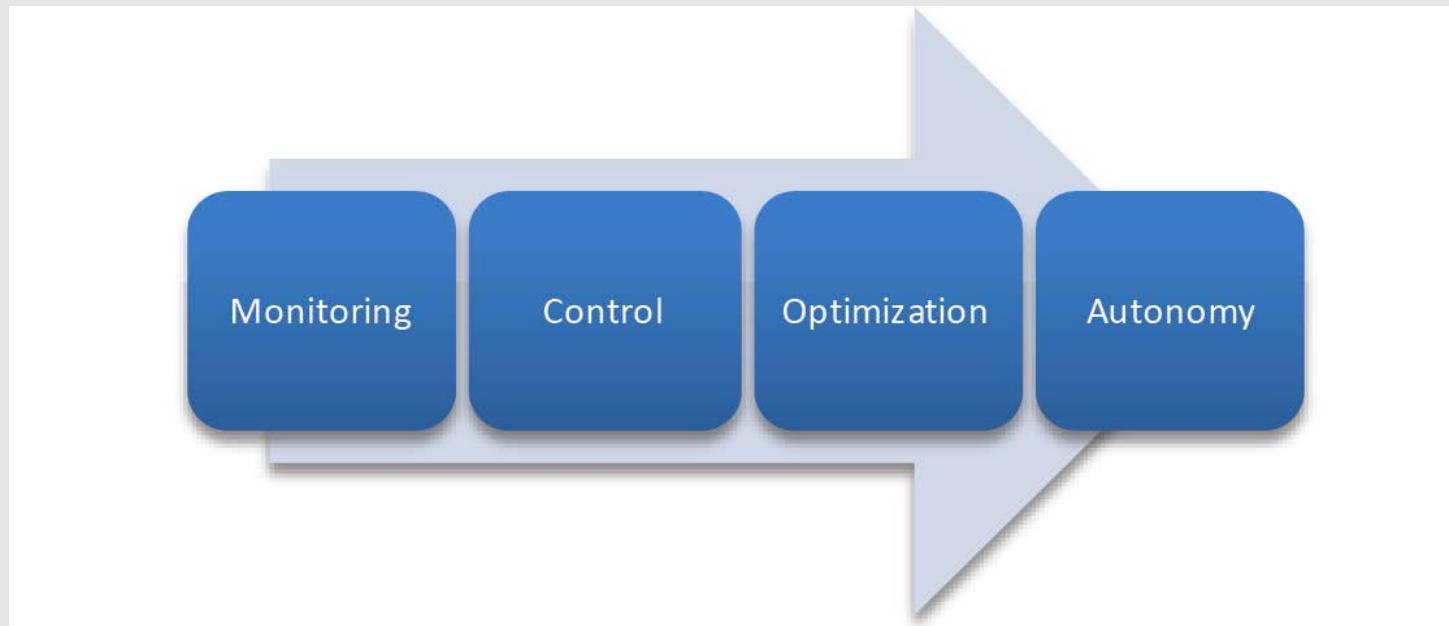
Risk and cost Management Level

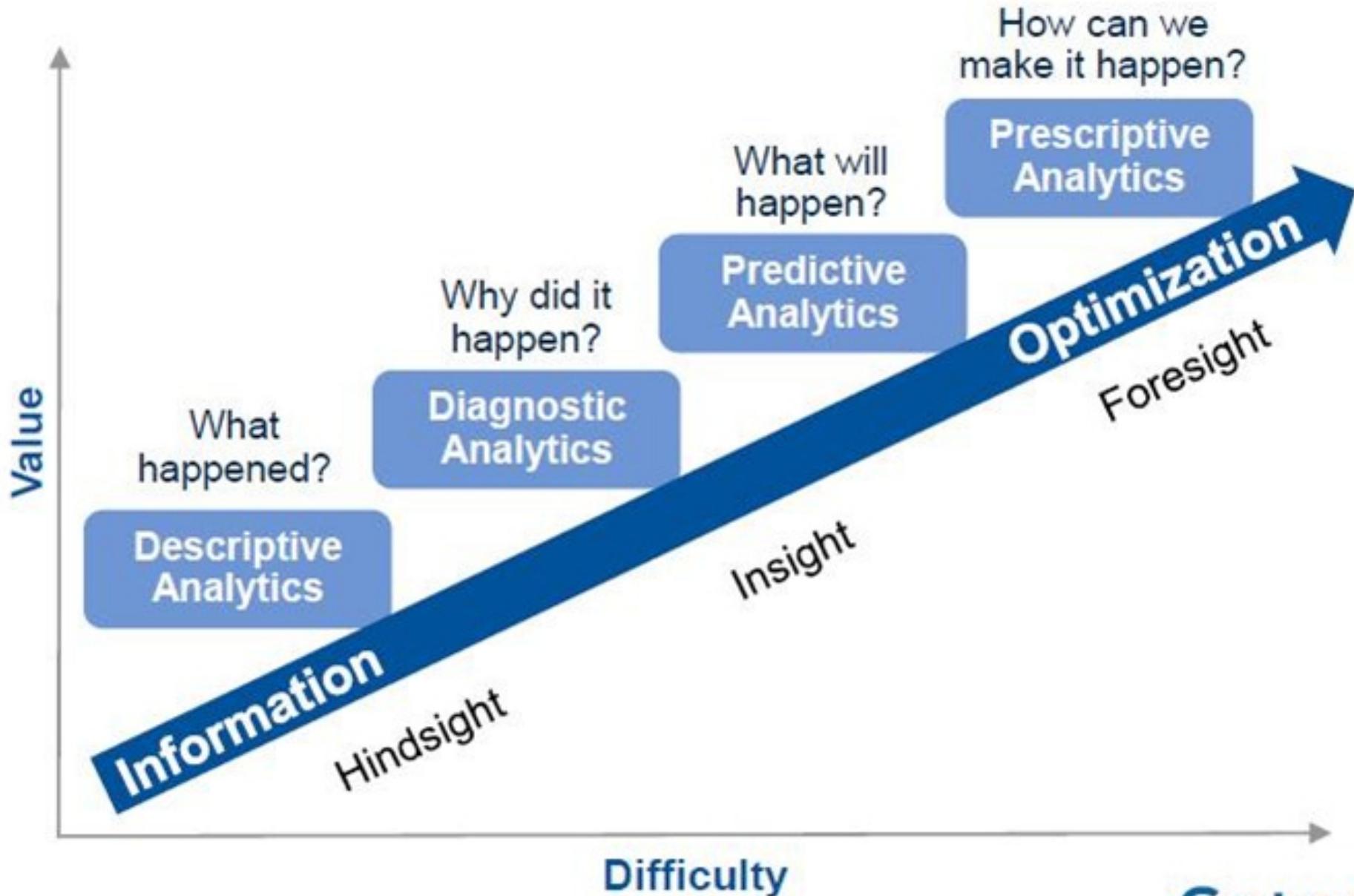
WE CANNOT SOLVE OUR PROBLEMS  
WITH THE SAME THINKING  
WE USED WHEN WE  
CREATED THEM

-Albert Einstein

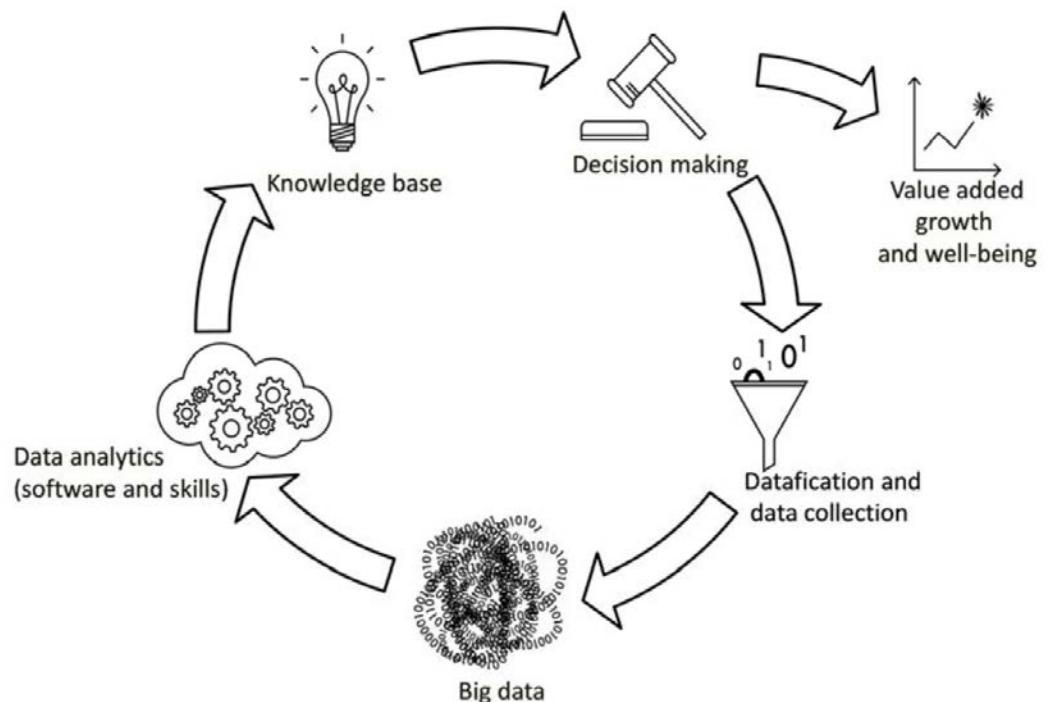


# Towards a sustainable and resilient post COVID-19 supply chain





# Towards a sustainable and resilient post COVID-19 supply chain



# BNPPF Port Co.innovation Happy Hour





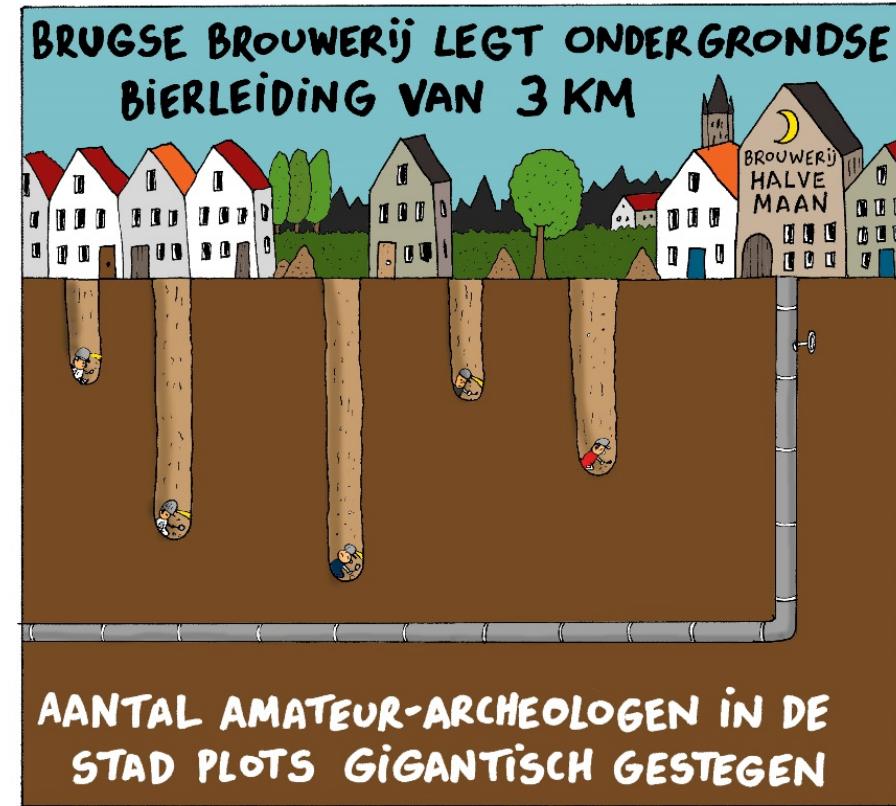
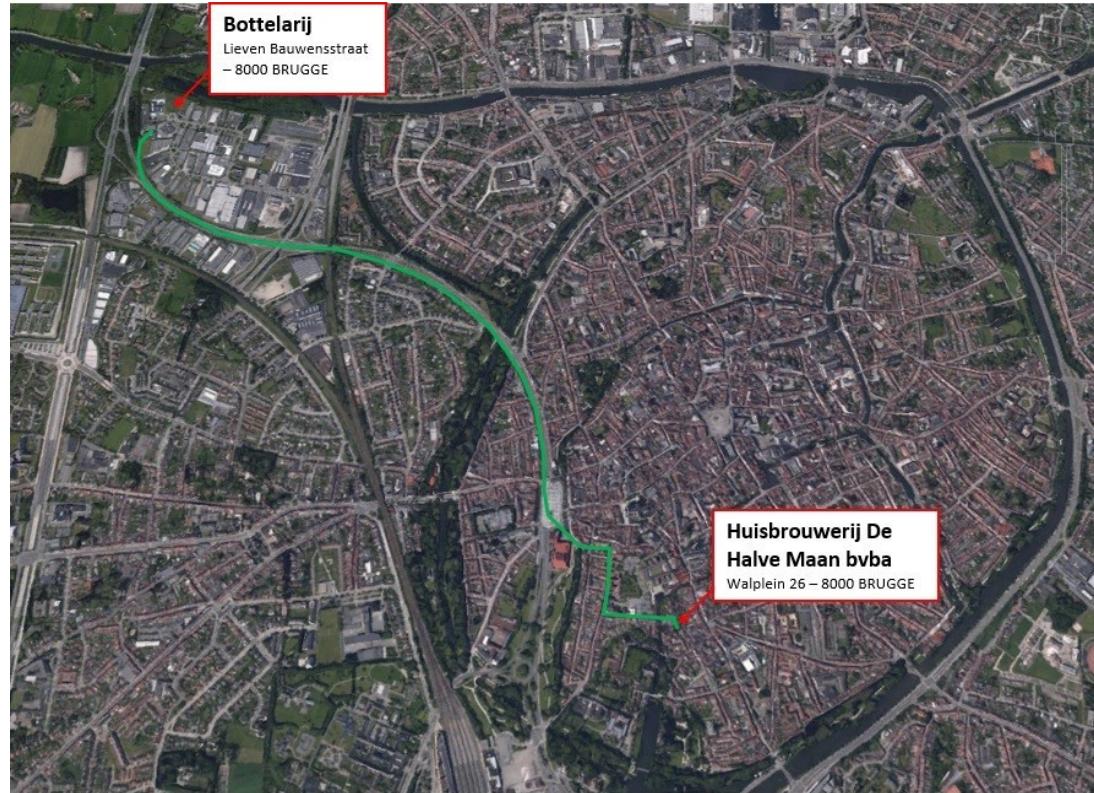
# The Brewery



**Turnover :** 16.000.000 €  
**Volume :** 60.000 HL  
**FTE's :** 45  
**Brands :** Brugse Zot, Straffe Hendrik,  
Blanche de Bruges, SportZot

# The beer pipeline





# Crowdfunding



Invest in your personal lifetime  
beer supply

# Export



## Europe

Austria  
Belgium  
Denmark  
Finland  
France  
Greece  
Hungary  
Italy  
Latvia  
Lithuania  
Netherlands  
Norway  
Portugal  
Russia  
Spain  
Sweden  
Switzerland  
Turkey  
United Kingdom

## Asia

China  
Israel  
Japan  
Russia  
Singapore  
South Korea  
Taiwan  
Thailand  
Turkey

## America

Brazil  
Canada  
Chile  
Colombia  
Costa Rica  
Curaçao  
Panama  
Mexico  
USA

## Oceania

Australia  
New Zealand



**Brugse Zot  
in the world**

[www.brugsezot.be](http://www.brugsezot.be)

# Special packaging



# Global transport



# Bottling Plant







# Contact details



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**Closing**  
Guy Haesevoets  
*Director Corporate Banking*



## Next events

- 3rd BNP Paribas Fortis Port Co.Innovation Happy hour > Blue Cluster
- Spring 2021: 10 jaar Chair BNP Paribas Fortis Transport, Logistics and Ports

>>Want to cooperate: christa.sys@uantwerpen.be





**TPR**

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