

DIMENSIONS IN THE DEVELOPMENT OF SHIPPING ACTIVITIES

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ABSTRACT

Achievement of European standards in the maritime navigation involves extensive paperwork on rearranging the system components in a logical, bringing transport infrastructure to a level performance, environmental protection, the safety of passengers, stimulate private initiative, the restructuring of transport capacities and remodeling cultural organizations operating in this area.

Keywords: port management; port marketing; maritime transport; development.

1. INTRODUCTION

The European Ports, maritime or inland facing complex problems: an application of transport permanent fluctuation; significant technological transformations (container transport, telecommunications, computerization); constraints on the environment, including inter modal transport management to promote the role of ports; the need for a dialogue between all participants in the activities of the port, and compliance with Community rules on competition and transparency. In addition, the integration of European transport is a problem of integration of dynamic systems, based on the adaptation of national systems, on the harmonization of European infrastructure networks, on the harmonization of existing standards and norms. At the same time, what strategies should be adopted involves avoidance of risk as less transport systems evolved to orbit around the

developed world, offering solutions to the problems of authority and power logistics integrated system.

2. THE NECESSITY OF A SUSTAINABLE PORT MANAGEMENT IMPLEMENTATION

In a competitive economy, the essential factor for creating an organization effective managerial ability derives from it. This ability is not only a fundamental attribute, but also the conditionant parameter and guarantor of viability and environmental organizations longevity seething, permanent evolutionary economic competition. Like all economic entities, and in port area the objectives, management seeks to enable the management port management forms of achieving its goals, the adoption of measures and strands and development, in accordance with the environment evolves.

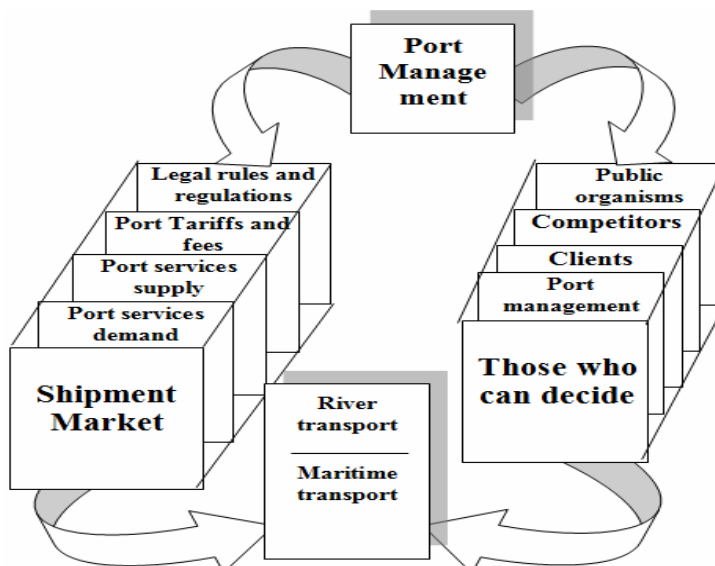


Fig. 1. Port management place and role in the economy dynamics

In an attempt to emphasize the importance of achieving sustainable management throughout the port industry we have developed a descriptive model, a model that shows the place and role of port management in a highly complex and dynamic environment in which both transport river and sea transport have a major

contribution to the environment, geographic, economic, social, technological, political, legal, information configuration as well as to its dynamics, and the role of the port is seen from all these perspectives, even if his action is predominantly economic.

Such, the port system is involved in a network of relationships with all active entities in nature and society, relationships that are carried by the movement of goods, services, information, money, rights and obligations, by people's behavior, attitude and activity that are involved in each of these activities. Also, in view of the harbor, the owners have full decisional competence, setting strategy and concrete objectives to be achieved, and for the owners, the port is a means of recovery of capital. From the viewpoint of customers, the role assigned to the port is mediated by the services they offer, and for the port, all actions converge towards the identification of clients, designing the tender in accordance with the characteristics of demand, attracting customers and developing markets. From the perspective of employees, the port, the trader is offering a job, with loads of work attractive or not, subject to certain conditions of employment, with specific responsibilities and rewards. From the port, it is proposed to ensure conditions for the exploitation of the resource. Like any company, attempt to make the port as well as all the services provided by public institutions, the legal framework created to "take advantage" of the support of the state in international relations.

Moreover the success in the real economy, the company's performance and competitiveness depend on a great extent on the quality of management. The dynamic economic environment and qualitative changes that are involved by the conduct of economic activity create a proper foundation for the marketing employment and extend the scale of application of its methods and techniques. Thus in the current economic context it is necessary to design a sustainable port management program, whose components are focused on operating items, maintenance or development of port activities in the view of achieving the efficiency parameters. The **basic components** of such a program can be structured as follows:

- **Financial resources management** – despite decentralization and the high degree of financial autonomy, port sector funding witnesses in the EU Member States different levels of financial autonomy and granted public funding, but also the lack of transparency in the pricing of port services. In this regard, there should be established instruments related to income yield and means of development of these budgets as well as financial instruments between the government and port authorities. Also in this direction is necessary to establish fair and transparent conditions for investors, port operators and users, aimed, in particular the role of port authorities, public financing, leasing ports, water services, technical services, goods handling, port charges and competition with other countries.
- **Land Management** – many ports face hindrances due to capacity connections or organization. Thus, ports expansion and constant changes of naval and maritime traffic have not kept up with the requirements of port facilities (a shortage manifested in port installation, difficulties in achieving terminals modernization, improper location of facilities). Therefore the insurance of proper conditions regarding the access to port land

and services is crucial in managing integrated port system. It must also review and improve regulations on land use, upgrading information systems and creating databases on ports, waterways and preliminary data traffic, new security and telecommunications systems, automated acquisition of new port equipment, but European surveillance systems interoperability, an important role in simplifying transport and encourage market development and maritime shipping in the internal market.

- **Infrastructure** – requires standards, processes, equipment for the proper performance of all port activity, using various legal and institutional systems as tools for management regarding infrastructure. Another important aspect that should be taken into consideration is the port terminal concession on certain periods of time (the example of many EU member states) since it offers many advantages, the most important being the following: more rapid handling of goods, reducing the vessels turn times and of the waiting time for goods, reducing operating costs, more transparent purchasing procedures, lower charges for handling of goods but also investments increase with a positive economic impact.
- **Environment Management** – environmental laws ensure sustainable port operation. In this respect progress has been recorded in environmental management, while the constraints in terms of environmental protection applied in the port sector projects have led to the emergence of some complex procedures. In addition, costs of compliance with environmental standards are primarily the level of their performance and port dimensions. In this respect, many EU member states have raised uncertainty of environmental legislation and its implementation in different national laws, proposing the development of guidelines for their interpretation to allow for better environmental management. Important is the creation of adequate waste treatment facilities, proper management of water bodies and sediments, and climate change and air pollution. Increasing standards of environmental management in ports and achieving a balance between environmental protection and growth process involving the use of economic resources following: legal and institutional framework as a means of regulating the implementation of management strategies, prices and taxes as a means to control the allocation resources and services, and coordination of environmental issues and strategies to improve the activities related to waste management, pollution abatement, water quality improvement.

In the port industry is important to the existence of a package of measures regarding the establishment of clear rules and an open and transparent procedure for access to port services, designed to open up port services in the face of competition, thus to check the authenticity of the fundamental freedoms guaranteed by the EC Treaty and to impose competition rules in the various ports and between ports; These measures should generate growth and efficiency of ports. In addition, these measures should make transparent the financial relations between ports and port systems and providers

of port services, of the one part, and State authorities, on the other hand.

- **Human resource management and other social aspects** – professional training is significantly important for a secure and efficient operation of ports. However currently there are no specific community rules on the professional training of port workers. In this regard, one regulatory option might be considered. But there are general EU rules on health and safety of workers and compliance with those standards is extremely important and should be carefully monitored. It is also necessary to provide more flexible employment and social dialogue can and not least to improve the public image of ports.

At the same time, the process of opening the markets in transport imply fair conditions of competition both at the individual level, for each mode of transport in hand, and between them. For this reason, the approximation of laws, regulations and administrative provisions, including the technical framework conditions, social and fiscal, has acquired over time increasing importance.

Successful completion of the internal European market, the elimination of internal borders, lowering the price for transport as a result of the opening and liberalization of transport markets, and changes in production systems and storage methods have led to a steady growth in transport volume. Although highly effective and dynamic in economic terms, the transport sector faces further social and ecological costs of increasingly large. As a result, the model "sustainable mobility" has gained increasing significance. This model lies in the zone of confrontation of the two categories of objectives with different character. On the one hand, it aims at ensuring an effective mobility and advantageous in terms of costs, for people and goods, as the central element of a competitive internal market and the EU which are the basis for free movement of people. On the other hand, it outlines the need to control the growing traffic and to minimize the associated costs are generated in the form of accidents, respiratory disorders, noise, harmful effects on the environment or traffic jams.

The application of this model incorporates an integrated approach to optimizing the efficiency of the transmission system, organization and transport safety and reducing energy consumption and environmental impact. The fundamental elements are defined, inter-alia, strengthening the competitive capacity of ecological transport procedures, establishment of integrated transport networks which use two or more modes of transport (inter modal and combined transport) and the establishment of fair conditions of competition between modes of transport, through the imposition of costs generated by them.

The role of the special management in current economic circumstances is dictated by the need to create a general capacity for innovation, flexibility and even if the environment is unsafe, management must be as stable, ensuring the success of limited opportunities in most situations. Assessing the need for the existence of an operational management, and outlines some issues related to the transition requirements management and change management concepts and practice

macroeconomic level. These two components, intersect each other.

Many businesses and activities come not from lack of energy or personal ambition, but owing to a lack of realism and defining objectives, ignoring the fact that business may not be geared towards resolving problems in the short term. Only strategic management can provide a competitive market behavior analysis, estimation of new opportunities and justification of decisions by which resources are allocated.

In the current economic circumstances, the success in the real economy, the performance of transport activities and the competitiveness of firms conduct their business in this area depend to a large extent on the quality management in these conditions, without a rigorous management, you cannot refer to the size and structure of the current and future market requirements, will not be able to develop and implement strategies and rational strategy and will not be able to reshape the management system to manifest the dynamism, creativity, flexibility and functionality inherent in the system of market economy.

3. PORT – POLICY - THE PREMISE OF THE PORT DEVELOPMENT

Globalization of national economies, manifested as a trend of the past few years has produced important mutations in the field of maritime transport: new ships, new tourist attraction areas, new maritime routes as a result of embargoes imposed on certain countries, new policies in the field of naval personnel. Moreover, adaptation to environmental change, from the perspective of firms involves changes to the port, and different ways of establishing pathways. This attitude makes it possible to draw up a timely opportunities, integration of the new restrictions and taking new decisions to abandon certain activities, the adoption of a commercial policy etc.). On the other hand, companies are faced with a medium port moving, can adapt effectively acts quickly. This aspect involves the financial means, technological, human, as well as flexible structures. The time period between the advent of a new environment and when the company react should be short, in order to maintain competitiveness.

The evolution of the transition process brings about significant changes in the structure of the economy-generating mechanisms, and in their turn, they lead to reorganizing the strategy of the economic agents. Within the present economic context, it is imperative that the economic agents pass from survival strategies to action in order to create and maintain the competitive advantage.

Today's business world is at an unprecedented competitive level. But, in the harsh, hostile environment in which entrepreneurs act, it is absolutely necessary to evince the nodal points of the transition to market economy, which necessarily requires a coherent managerial vision from a macroeconomic point of view, able to potentate the action of economic agents with the power necessary to acknowledge and predict the changes in the business world.

Competition is essential determining factor in the success or failure of companies. It determines the appropriateness of those activities of a firm which can contribute to its performance, such as innovation, a uniform culture or a judicious implementation. On the other hand, the competition constitutes a framework for validation of competitiveness. The fundamental requirement to ensure economic efficiency, competitiveness is based on information which the latter becomes a strategic tool.

Competitive resources are within the company, which has the primary role of their activation in unstable external environment, specifically the transitional period. Mastering stake competitiveness is a very complex process, which is to establish key factors of competitiveness and to examine how firms based on strategies that establish and apply them to "equip" with these factors, it organizes and coordinates, developing their competitive abilities in this way to improve economic performance.

The term competitiveness associated with a firm quality efficiency, suggests, products/services and optimal costs, higher productivity, security, adaptability, modern management, in a word – successful.

The port industry, as every industry has its own rules of competition and its own hierarchy of factors that contribute most towards or less competitive position and competitive advantage.

Study and analysis of competitive business shall register the common characteristics, but shall base its success and succeeding in business on the basis of specific skills. Of performance criteria that ensure a high level of competitiveness at the microeconomic level, we can specify the cost of labor, labor productivity, the quality of products/services, satisfaction of needs of beneficiaries, etc.

Ports are directly or indirectly "trapped" in a competitive market. In this respect, there are a multitude of factors affecting competitiveness; a port may change its position and competitive with other ports with a certain user port by improving one or more factors. In this context, the ports that are to be competitive for a particular category of goods or merchandise, you must know exactly what are the factors to be improve and whose extension is required, and the results you want to get.

Port specialization influences how approach to competitiveness. Thus, an important aspect for ports is to minimize distribution costs, consideration for which ports must formulate an active policy in this respect in order to be able to improve their competitiveness.

Given the nature of their competitive ports competitiveness or the study of marketing strategies for a particular route or line navigation, should carry out a series of calculations that you established with appropriate adjustments, in line with their own criteria. On the other hand, all factors affecting the competitiveness of the port are to a certain extent addicted to one of the three basic elements: time, cost and risk.

A managerial approach to port work highlights the fact that the ports can be viewed and analyzed as complexes, specific service providers, which they

determine the role and their place in business organization system.

The essential changes that have taken place within the transport industry overtime; they had and have a continuous and fundamental impact in terms of port and port management activity. General management principles are also applicable to ports; port management is, in fact, management of a system of services. In this context, the objectives of port and port management must be oriented in such a way as to serve the commercial and marketing, considered as important avenues to be followed by the port to their facilities.

The entire port system should focus on overall management of available resources and at the same time, to develop capacity to address the issues of services, costs and markets in a much more critical than ever before. In addition, it is important to adopt policies and strategies concise, applicable to long term, leading shipping industry on an upward trend.

In this context, adapting to changing the environment from the perspective of firms involves changes the port information and different ways of establishing pathways. This attitude makes it possible to draw up a timely opportunities, integration of the new restrictions and taking new decisions to abandon certain activities, the adoption of a commercial policy etc.). Furthermore, the company faced with a moving average, can adapt effectively acts quickly. This means behaving plan financial, technological, human, as well as flexible structures. Period of time between the appearance of a new environment and when the company react should be short, in order to maintain competitiveness.

Transport policy is among the first policy areas included in the Treaty of Rome. In addition to opening the markets of transport and the creation of conditions for fair competition, sustainable model of "mobility" has gained significance in recent years become increasingly more important. The opening of the markets in transport imply fair conditions of competition both at the individual level, for each mode of transport in hand, and between them. For this reason, the approximation of laws, regulations and administrative provisions, including the technical framework conditions, social and fiscal, has acquired over time increasing importance.

Mainly, the conditions for the success of a sustainable port development policy include:

- creation of the legal framework necessary for the operation of all modes of transport in accordance with economic and social goals arising from competitive market;
- ensuring the financing of programs for restructuring and modernization, development of internal and external sources;
- the intensive use of the potential technical, scientific and technological developments;
- providing a modern, creative management, based on achieving results and on concrete economic flourishing of managers and employees.

An essential element of policy on maritime transport is security; in this connection, the size of the world shipping market requires the development of security standards as uniform worldwide and recognized by IMO. Therefore it required the participation of

Member States of the world community to the development and perfecting of conventions of international law and the adoption of complementary measures at EU level.

Of particular importance are the technical cooperation projects aimed at implementation of platform for resource management port companies and develop programs of vocational training; in the same sphere will be registered and investment projects, both public and taken by entrepreneurs for the rehabilitation of port infrastructure.

On the other hand, must be taken to ensure an effective mobility and advantageous in terms of costs, for people and goods, as the central element of a competitive internal and which are the basis for free movement of people. At the same time, it outlines the need to control the growing traffic and to minimize the associated costs are generated in the form of accidents, diseases of the respiratory tract, noise, harmful effects on the environment or traffic jams. Also in the sphere of control is that relating to subsidies and the conditions of competition in the field of ports and port operators, in an efficient and in similar conditions for all ports and all operators. Implementation of these measures incorporates an integrated approach to optimizing the efficiency of the transmission system, organization and safety of transport and to reduce energy consumption and environmental impact.

At the same time, requires a comprehensive and coherent policy for maritime transport, which, inter alia, should be based on the following additional measures: the prohibition of navigation for vessels which do not comply with the requirements, the establishment of a liability regime which to lie down on the entire maritime transport chain, as well as improving the living conditions, employment and training of seafarers. It also has importance and creating a European body of coastguard, the requirement of pilotage in sea areas of sensitive environmental and difficult to navigate, and the establishment of a decision-making and command structure, in the Member States, for emergency situations at sea, in particular with regard to the designation of a place of refuge, question. a port for emergency situations.

All firms must draw its energy and resources to advance in the present conditions of competition. The existence of products, services and sales, although quality is an essential element, it is not yet effective. Firms should place greater emphasis on global management and to develop their capacity to address the problems related to the products/services, costs and markets in a manner much more critical than in the past. In addition, they will have to implement a concise strategy applicable to long term.

Strategic conception on the development of transport, as an overall picture of the main branches of the economy, may be deemed to be a connection to the trends of worldwide modernization of factors involved in making the logistical chain, productive and integrated. Logistical efficiency has to be sustained once gained so that performance is not short-lived. In this direction, the firm must measure the performance of the logistics and to react dynamically to the results obtained. The most

efficient logistic operations are those that make no direct link between the methods of operation and overall logistics strategy.

Thus, as fundamental elements are defined, inter alia, strengthening the competitive capacity of ecological transport procedures, establishment of integrated transport networks which use two or more modes of transport (intermodal and combined transport) and the establishment of conditions for fair competition between modes of transport, through the imposition of costs generated by them.

Contemporary scientific-technical revolution and the complexity of the problems of market reinforces the ambient of a firm, elastic forms required for the Organization as well as an adequate capacity to adapt to the demands arising from the market economy. Current economic trends and perspective, implies firms market data to ensure increasing their contribution to the achievement of the programme of economic and social marketing policy formulation, which, based on development through the improvement of the work carried out and provide services as more complex segments of users, which is addressed in the context of the market.

The contribution of management is not confined to the economic side, being especially important and efficiency, which relate to non quantifiable directly, but with multiple consequences on all factors involved in company activities and primarily on the human element.

Thus, managerial communication requires an understanding of the significance of developments in the external environment and the implications of these transformations, so the firm to identify with the strategic objectives, achieving a genuine social partnership.

For successful adoption and implementation of packages of measures, policies and strategies that contribute to the sustainable development of transport activities, taking into account the following considerations:

- implementation of management for the future - the company has to “hold” a sense of future and a clear strategic vision, as this implies a balance between action, solving problems quickly and innovation;
- existence of a strategic action plan - the manager must continuously develop a strategic plan for achieving competitive advantage;
- organizational culture - employees must be committed to values of the company, its habits and be willing to take risks to achieve them. The key factor in contemporary competitive world is developing strategic entrepreneurship (this assumes the existence of a sense of autonomy and trust in the company's values and aims) and the management of creativity;
- strategic flexibility-any firm must be prepared to react to rapidly changing environments, trying to anticipate mutations, even if it means reformulating or changing organizational culture strategy.

Practice shows that in a dynamic and competitive environment, if a company fails to submit to a well-defined purpose to, sooner or later it will fail. And stationing is prohibited. The difference between success and failure lies in the ability of managers to carry out the

function of strategic leaders, to develop such an organization thrive.

The crossing difficult moments, the adoption of successful solutions, the prospect of stabilization in the economic situation, the implementation of sustainable policies and strategies in the port industry, create real premises to ensure that the activities of transport to develop harmoniously in order to face the competition at European level.

4. CONCLUSIONS

Enactment and enforcement of measures and actions in the context of viable port will enable consistent implementation of a port management, professional services, oriented towards the adoption of rules favorable to the development of high quality, modern port facilities and efficient transport links, in order to encourage private firms to establish and operate in and near the port attract domestic and international and EU standards in ports on the quality of service, safety, environmental conditions, provided for and by the port community.

Supported by a dynamic and international marketing, this policy will lead to a good reputation of

ports and will absorb any excess traffic and customers, resulting in increased economic activity, in particular for transit cargo, to capitalize on the many benefits of a prosperous port for the whole society.

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