

DEVELOPMENT PLANS FOR SHORTSEA SHIPPING PROMOTION CENTERS

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LIST OF ABBREVIATIONS

AIS	Automatic Identification System
BMVI	Bundesministerium für Verkehr und digitale Infrastruktur
CCITL	Competence Centre of Intermodal Transport and Logistics
CCTV	Closed-Circuit TeleVision
CIRCA	Communication and Information Resource Centre Administrator
CMR	Convention relative au contrat de transport international de Marchandise par Route
CMS	Center for Maritime Studies
ECSA	European Community Shipowners' Associations
EFSI	European Fund for Strategic Investments
EFTA	European Free Trade Association
EMMA	Enhancing freight Mobility and logistics in the Baltic Sea Region by strengthening inland waterway and river sea transport and proMoting new internAtional shipping services.
ERI	Electronic Reporting Information
ESN	European Short sea Network
ESPO	European Sea Ports Organisation
EU	European Union
FTM	Fairway and Traffic Related Messages
ICE	Ice Messages
IENC	Inland Electronic Navigation Charts
IMO FAL	International Maritime Organization Convention on Facilitation of International Maritime Traffic
IPC	Intermodal Promotion Centre
ISPS	International Ship and Port Facility Security Code



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IWT	Inland Water Transport
KIPIS	Freight and Goods Information System of Klaipeda seaport
LITTP	Lithuanian Intermodal Transport Technology Platform
LNG	Liquefied Natural Gas
MoS	Motorways of the Sea
NCTS	New Computerized Transit System
NtS	Notices to Skipper
PPP	Public-Private Partnership
RIS	River Information System
SAD	Single Administrative Document
SPC	Short sea Promotion Center
UECC	United European Car Carriers
UNFCCC	United Nations Framework Convention on Climate Change
VTT	Vehicle Track and Tracing
WRM	Weather Related Messages

GLOSSARY

Port Community System¹ - is a neutral and open electronic platform enabling intelligent and secure exchange of information between public and private stakeholders in order to improve the competitive position of the seaport and airport communities. It optimizes, manages and automates port and logistics processes through a single submission of data and connecting transport and logistics chains.

Short sea Shipping² - short sea shipping means the movement of cargo and passengers by sea between ports situated in geographical Europe or between those ports and ports situated in non-European countries having a coastline on the enclosed seas bordering Europe. Short sea shipping includes domestic and international maritime transport, as well as feeder services along the coast, to and from the islands, rivers and lakes. The concept of short sea shipping also extends to maritime transport between the Member States of the Union and Norway and Iceland and other States on the Baltic Sea, the Black Sea and the Mediterranean.

White paper – ‘European transport policy for 2010: time to decide’³- In this white paper and in keeping with the sustainable development strategy adopted by the European Council in Gothenburg in June 2001, the Commission proposes some 60 measures aimed at developing a European transport system capable of shifting the balance between modes of transport, revitalizing the railways, promoting transport by sea and inland waterways and controlling the growth in air transport.

Motorways of the Sea⁴ - The “Motorways of the Sea” concept aims to introduce new intermodal maritime-based logistics chains in Europe, which should improve transport organization within the years to come. These chains will be more sustainable, and should be commercially more efficient than road-only transport. Motorways of the Sea will thus improve access to markets throughout Europe, and bring relief to our over-stretched European road system. For this purpose, fuller use will have to be made not only of our maritime transport resources, but also of our potential in rail and inland waterways, as part of an integrated transport chain.

Ship manifest⁵ - The manifest is a list of all goods, listed per Bill of Lading, which was loaded onto the ship in one certain port and which has a single certain destination. Thus the number of manifest onboard equals the number of different travel routes. A distinction is made between a cargo manifest, a freight manifest and a manifest of hazardous goods. The cargo manifest solely lists the details of the goods (nature, quantity, types and numbers, sender, destination, etc.) and service for customs declaration of the goods. In addition to that, the freight manifest lists details of the seaborne freight and serves to collect the sea freights payable at destination and as basis for certain commission calculations. The hazardous goods manifest solely lists

¹ International Port Community System Association webpage - <http://www.epcsa.eu/pcs>, access on 11.04.2018

² European Shortsea Network webpage - <http://www.shortsea.info/definition.html>, access on 11.04.2018

³ European Commission Mobility and Transport webpage - https://ec.europa.eu/transport/themes/strategies/2001_white_paper_en, access on 11.04.2018

⁴ European Shortsea Network webpage - https://ec.europa.eu/transport/modes/maritime/motorways_sea_en, access on 11.04.2018

⁵ Logistics Glossary webpage - <https://www.logisticsglossary.com/term/manifest/>, access on 11.04.2018

hazardous goods on-board the vessel. This manifest must be submitted to the port authorities prior to the vessel entering the port.

Member States⁶ - The European Union consist of 28 member states that are subject to the obligations and the privileges of the membership. Every member state is part of the founding treaties of the union and is subjected to binding laws within the common legislative and judicial institutions. In order for the EU to adopt policies that concern defence and foreign affairs, all member states must agree unanimously.

Kyoto Protocol⁷ - The Kyoto Protocol is an international agreement linked to the United Nations Framework Convention on Climate Change, which commits its Parties by setting internationally binding emission reduction targets. Recognizing that developed countries are principally responsible for the current high levels of GHG emissions in the atmosphere as a result of more than 150 years of industrial activity, the Protocol places a heavier burden on developed nations under the principle of "common but differentiated responsibilities." The Kyoto Protocol was adopted in Kyoto, Japan, on 11 December 1997 and entered into force on 16 February 2005. The detailed rules for the implementation of the Protocol were adopted at COP 7⁸ in Marrakesh, Morocco, in 2001, and are referred to as the "Marrakesh Accords." Its first commitment period started in 2008 and ended in 2012.

New Computerized Transit System⁹ - The New Computerized Transit System is a European wide system, based upon electronic declarations and processing. It is designed to provide better management and control of Community and Common Transit.

E-customs^{10,11} – Electronic customs is a major development for the EU's Customs Union. The project, initiated by the European Commission, aims to replace paper-format customs procedures with EU-wide electronic procedures to create a more efficient and modern customs environment. E-customs increases the efficiency of the organization of customs controls and ensure the seamless flow of data in order to make customs clearance more efficient, reduce administrative burdens, help to combat fraud, organized crime and terrorism, serve fiscal interests, protect intellectual property and cultural heritage, increase the safety of goods and the security of international trade and enhance health and environmental protection.

Communication and Information Resource Centre Administrator¹² - simple and effective groupware, developed by the European Commission under the IDA Programme (Interchange

⁶ Schengen visa info webpage - <https://www.schengenvisainfo.com/eu-countries/>, access on 11.04.2018

⁷ United Nations Framework Convention on Climate Change webpage - <https://unfccc.int/process/the-kyoto-protocol>, access on 11.04.2018

⁸ COP 7- 7th Conference of the Parties

⁹ Langdon Systems webpage - http://www.langdonsystems.com/ncts_overview.asp, access on 11.04.2018

¹⁰ DECISION No 70/2008/EC OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL of 15 January 2008 on a paperless environment for customs and trade

¹¹ European Union Taxation and Customs Union webpage - https://ec.europa.eu/taxation_customs/general-information-customs/electronic-customs_en, access on 11.04.2018

¹² European Commission Interoperable Delivery of European eGovernment Services to public Administrations, Business and Citizens webpage - <http://ec.europa.eu/idabc/en/document/6540/5927.html>, access on 11.04.2018



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of Data between Administrations). It is a web-based application providing online services that offer a common virtual space for Workgroups, enabling the effective and secure sharing of resources and documents. Its architecture is based on Open Source Software. It has been widely used by the EU public administrations since 1996. It is also a generic service (including help desk, assistance and training services) operated by the European Commission's Directorate-General for Informatics (DIGIT) to support the work of the numerous EU committees.

European Short sea Network¹³ - The European Short sea Network is a co-operation between all national short sea promotion centres. ESN has no legal status, but is an agreement between the members. The main objective of the European Short sea Network (ESN) is to promote short sea in the broadest sense of the word on a European level.

European Sea Ports Organisation¹⁴ - the European Sea Ports Organisation ensures that seaports have a clear voice in the European Union. ESPO represents the common interests and promotes the common views and values of its members to the European institutions and its policy makers. ESPO assists its members in gaining a better understanding of policy initiatives of importance to the sector, assists European policy makers in better understanding the role and importance of port authorities, based both on its extensive knowledge of the sector and on reliable information and data and is engaged in a continuous dialogue with all European stakeholders in the port and maritime sector.

¹³ European Shortsea Network webpage - <http://www.shortsea.info/organisation.html>, access on 11.04.2018

¹⁴ European Sea Ports Organisation webpage - <https://www.espo.be/organisation>, access on 11.04.2018



INTRODUCTION

Short sea shipping means the movement of cargo and passengers by sea between ports located in Europe or between these ports and ports located in non-European countries that have a coastline in closed seas bordering Europe. Short sea shipping includes domestic and international sea transport, including feeder services along the coast, to and from islands, rivers and lakes. The concept of short sea shipping also extends to maritime transport between the Member States of the EU and Norway and Iceland and other countries along the Baltic Sea, the Black Sea and the Mediterranean¹⁵.

Stimulating development of short sea shipping has been a priority of EU transport policy since 1995. It remains crucial for a comprehensive strategy for a clean, safe and efficient European transport system set out in the Commission's 2001 White Paper, "European transport policy for 2010: for a decision". In 2015, 31.6%¹⁶ of cargo in the European Union was transported by sea, and it was only exceeded by road transport (49%¹⁷). The total gross weight of cargo transported in the EU by short sea shipping in 2015 amounted to 1.8 billion tons. In 2015 short sea shipping accounted for nearly 59% of total maritime transport of goods to and from major EU ports¹⁸. The advantage of short sea shipping of goods over deep-sea shipping was particularly pronounced in Bulgaria, Denmark, Estonia, Ireland, Greece, Croatia, Italy, Cyprus, Latvia, Lithuania, Malta, Poland, Romania, Finland, Sweden, Great Britain and in Norway - all with the participation of short sea shipping at the level at least 70%¹⁹. However, the potential of maritime transport is much greater. Improved connections to inland networks and the establishment of "motorways of the sea" between key ports are still needed. Short sea shipping can take over significant amounts of freight traffic from Europe's crowded roads and reduce major road and rail congestion²⁰.

The EU Communication from 1999 "Developing Short Sea Shipping in Europe: A Dynamic Alternative in a Sustainable Transport Chain (COM (1999) 317 final)" points to good progress towards the long-term goal of creating maritime transport as a viable alternative to road transport. Short sea shipping causes less emissions than any other mode of transport. The communication describes the strategic vision of maritime transport as a fully integrated component of intermodal door-to-door transport services, as well as a significant contribution to sustainable development, cohesion and competitiveness. In particular, short sea shipping can take over the expected significant increase in freight transport without increasing the pressure on already crowded European roads²¹.

The European Short Sea Shipping Network combines a high level of pan-European expertise in the Short Sea Shipping and logistics sectors. Members' shared experience at the national level allows a multi-faceted approach to problem solving and seeking innovative ways to achieve common policy goals. The growing strength and efficiency of the Short Sea Shipping Networks coincides with

¹⁵ European Shortsea Network webpage - <http://www.shortsea.info/definition.html>, access on 05.04.2018.

¹⁶ *EU Transport in figures – pocketbook 2017*, European Commission Mobility and Transport, Brussels 2017

¹⁷ *Ibidem*

¹⁸ A. Xerri, Annual Report 2016 – 2017, European Shortsea Network, Brussels 2017.

¹⁹ Eurostat – Maritime transport statistics – short sea shipping of goods, http://ec.europa.eu/eurostat/statistics-explained/index.php/Maritime_transport_statistics_-_short_sea_shipping_of_goods, access on 06.04.2018

²⁰ European Shortsea Network leaflet -

http://www.shortsea.info/medias/documents/leaflet_shortsea.pdf, access on 05.04.2018.

²¹ *Ibidem*

a renewed and significant emphasis at European level on its role and strategic importance for the members of the European Community²².

Short sea shipping is instrumental in ensuring the movement of goods and people across Europe. Short sea shipping is therefore one of the main pillars of the internal market. Trade exchange is expected to increase significantly in the coming years. It seems that short sea shipping seems to be the only means that can accommodate these expected volumes without reaching its full potential. The overall impact on the logistics chains, environment and infrastructure of the European transport network will be much smaller if the expected increase in freight and passenger transport will be transferred to short sea shipping²³.

Short sea shipping when competing with road transport faces an extremely important barrier - formalities, customs documentation, etc. ECSA in its 2016 report has published an example of transporting a container from Nijmegen in the Netherlands to Borås in Sweden, showing differences in the amount of documentation necessary for such transport between road transport and sea transport.

- Road transport:
 - driver gets an international CMR waybill,
- Short sea shipping:
 - transport to the port of loading - the driver issues a note,
 - sender declares the status of the cargo,
 - the forwarding company introduces a container to the Port Community System in the port of loading,
 - the forwarding company transfers the waybill to the terminal and declares the status of the cargo,
 - the terminal operator checks the cargo documentation in the system,
 - ship's manifest (detailed list of ship's cargoes) is updated by the transport company,
 - the ship issues the required IMO FAL forms²⁴ to various Dutch authorities and the Port of Rotterdam before departure,
 - the ship sends cargo information to the destination in Gothenburg before and after arriving at the port,
 - the transport company enters the container into the Swedish customs system by sending a manifest,
 - the transport company declares the cargo status in the Gothenburg port system,
 - the terminal operator checks the cargo documentation,
 - transport from the unloading port - the driver issues a note.

The EU has a strategic interest in ensuring the continuous development of short sea shipping, as it will play an important role in achieving the EU transport target by 2050, reducing 60% of greenhouse gas emissions generated by transport, and by 2030 moving 30% of road freight transport over a distance

²² European Shortsea Network leaflet -

http://www.shortsea.info/medias/documents/leaflet_shortsea.pdf, access on 05.04.2018

²³ ECSA, *Short Sea Shipping – The full potential yet to be unleashed*, Brussels 2016.

²⁴ IMO FAL – International Maritime Organization Convention on Facilitation of International Maritime Traffic – konwencja zawiera wykaz dokumentów, które władze publiczne mogą zażądać od statku, i zaleca maksymalny zakres informacji i liczbę kopii, które powinny być wymagane.

of over 300 km for other modes of transport. The key challenge for the EU is to maintain the dynamics and competitiveness of the sector while improving its environmental performance and energy efficiency. With the aim of promoting short sea shipping, promotion centers have been established in almost all coastal EU Member States²⁵.

1. SHORT SEA SHIPPING PROMOTION CENTERS

The model of European transport policy is based on the activities of promotion centers aimed at achieving transport policy goals in the field of short sea shipping. On 10 April 2003 the European Commission adopted a new program for the promotion of short sea shipping together with a proposal for a directive on the standardization of a new type of container: the so-called European intermodal loading units. The European Union created the Short Sea Shipping Promotion Program by publishing a communication in 2003: Communication from the Commission: Program for the Promotion of Short Sea Shipping, COM (2003) 155 final²⁶.

The program focuses on 14 actions to increase the role of short sea shipping in Europe, in particular on measures aimed at harmonizing a large number of technical specifications currently existing for trade exchanges in the EU, which as a result of their diversity result in unnecessary additional costs. Other short and medium-term actions address the problem of removing obstacles to the development of short sea shipping and no less important marketing activities aimed at improving the overall image. Other activities included in the program focus on the need to create the so-called "motorways of the sea", to computerize customs procedures and to simplify customs procedures in seaports.

The program describes legislative, technical and operational initiatives that aim to develop short sea shipping at EU, national, regional and industrial levels. These activities are²⁷:

- Legislative initiative
 - Implementation of the Directive on certain reporting formalities for ships arriving in and / or departing from the ports of the Member States (IMO-FAL).
This Directive obliges Member States to accept standard FAL IMO forms, if from these forms appropriate information can be obtained regarding the arrival / departure of the ship. This means that many different national forms will be replaced with one common set of forms.
 - Implementation of the Marco Polo programme
The Marco Polo programme, whose average annual budget amounted to 18.75 million euro, was intended to shift annually 12 billion tonne-kilometres of road freight transport to short sea shipping, railways and inland waterways.
 - Standardization and harmonization of intermodal loading units
A multitude of different configurations of intermodal loading units causes delays when switching from one means of transport to another.

²⁵ European Commission Mobility and Transport webpage - https://ec.europa.eu/transport/modes/maritime/short_sea_shipping_en, access on 05.04.2018.

²⁶ European Union Short Sea Shipping - European Union Transport Initiatives to achieve sufficient mobility in order to sustain economic growth, U.S. Department of Transportation, Maritime Administration Office of Ports and Domestic Shipping 2004.

²⁷ Ibidem

- the development of "Motorways of the sea"
Motorways of the sea should allow European bottlenecks to be avoided as part of a comprehensive door-to-door logistics chain by offering efficient, regular and frequent services that can compete with the traffic, in particular in terms of transit times and prices.
- Improvement of the environmental performance of short sea shipping
Sea transport is generally less harmful in comparison to other modes of transport. Changing the mode of transport to short sea shipping could, for example, contribute to achieving the objectives of the Kyoto Protocol²⁸.
- Technical activities
 - A guide to customs procedures for short sea shipping
The Commission has published a guide to customs procedures for short sea shipping, which has a dual purpose: first, clarifying customs rules, indicating the possibility of simplified procedures (basis for the second objective), and secondly, identifying specific customs procedures.
 - Identification and elimination of obstacles hindering short sea shipping
Since 1999, the Commission has been compiling a list of factors hampering the development of short sea shipping. These obstacles can be divided into five categories: old-fashioned image, complex administrative procedures, lack of efficiency in ports, inconsistency in the application of rules and procedures in the Member States and the fact that it is not included in the intermodal logistics chain.
 - Adjusting national application and computerization to EU customs procedures
The "eCustoms" initiative was aimed at speeding up and simplifying procedures related to the declaration of cargo. One of the first tasks under this initiative was the implementation of the new computerized transit system (NCTS), which will replace the formalities required in the single administrative document (SAD) procedure at around 3,000 customs offices in 22 countries.
 - Research and technological development
The aim of this research is to improve the quality, safety, environmental protection and efficiency of maritime transport. Under the Sixth Framework Program, a thematic network for short sea shipping was set up to carry out surveys directly related to short sea shipping.
- Operational activities
 - Single-station points of administrative service
Single-station points of administrative service in ports are aimed at simplifying the formalities related to the arrival and clearance of ships. The aim is, first and

²⁸ In 1997, the Kyoto Protocol on greenhouse gas emissions was adopted in Japan. It entered into force on 16 February 2005 and has been ratified by 183 countries to date. The Kyoto Protocol is the first document supplementing the United Nations Framework Convention on Climate Change (UNFCCC).

foremost, to reduce the number of administrative bodies entering on board and to check each ship or at least to coordinate their activities, and secondly, to offer port users a single point of contact or help desk for administrative formalities.

- Ensure the key role of short sea shipping contact points
It is necessary to ensure continuous cooperation between the focal points and the Commission by organizing regular meetings, as well as ensuring a continuous flow of information through the online CIRCA tool (administrator of the Commission's communication and information center).
- Maintaining the effective operation of short sea shipping promotion centers
These centers are driven by economic interest and offer a practical tool to promote short sea shipping at the national level. The national centers are now integrated with the European Short Sea Shipping Network (ESN), which provides a common tool for promoting short sea shipping in Europe. The goal of this network is to exchange information and best practices, as well as provide practical advice on the various stages of travel over short distances.
- Promoting the image of short sea shipping as an effective alternative to land transport
Short sea shipping must gain a more modern, dynamic image, emphasizing its current potential, i.e. speed, reliability, flexibility, regularity and a high level of cargo security.
- Collecting statistical information
Pan-European statistics on short sea shipping transport are not detailed enough. The aim is to collect information on short sea shipping from the European Sea Port Organization (ESPO) until the Marine Statistics Directive contains sufficient information to allow comparisons.

The establishment of short sea shipping promotion centers at European level resulted from the need identified in the 1999 Commission Communication, already recommended by the Maritime Institute Forum in 1995, to change the misperception and negative perception of the maritime transport industry which hindered its future development.

The first promotion office was founded in the Netherlands in 1997, followed by Belgium, France and Finland. In 2000, all existing offices were created. From the very beginning it was clear that the promotion of information in one country would not be sufficient, and for a more effective way of developing short sea shipping, there had to be a collective action as a single European network.

The first ESN initial meeting took place in Anversa, December 1, 2000. Then the first official meeting took place (March 8, 2001), which was organized by the Dutch SPC near its office in Rhooon (the Netherlands), directly after the organized meeting of the EC on March 7, 2001. The second official meeting took place on 28 June in Naples, which was organized by the Italian SPC.

The number of SPCs in Europe is not constant and has changed almost year by year, however slightly. The chart below shows the trend in the change in the number of SPCs from 2004 to 2017.

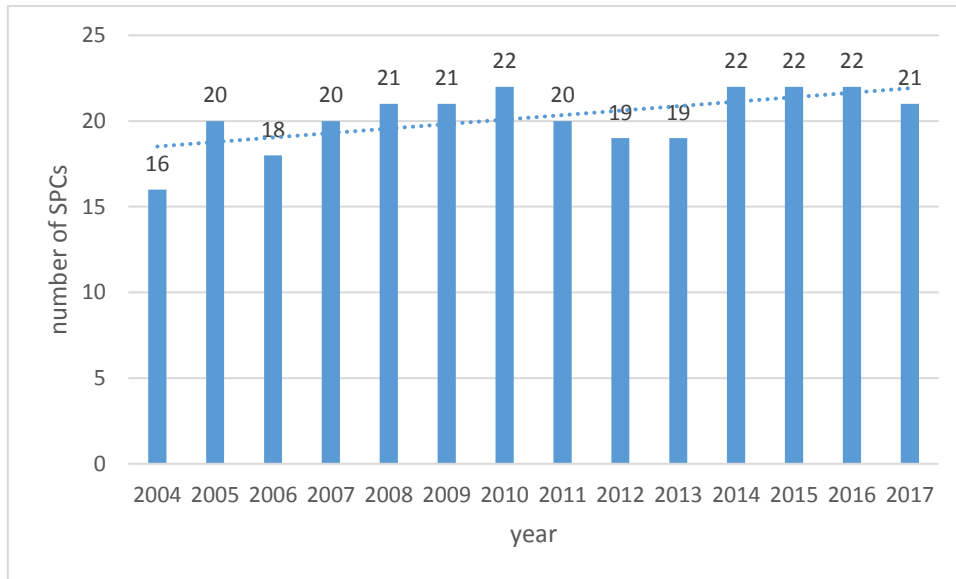


Figure 1. Number of SPCs in years 2004 – 2017

Source: Own elaboration based on ESN annual reports for years 2004 - 2017

Currently, in 2018, there are 21 short sea shipping promotion centers in Europe located in Finland, Sweden, Norway, Denmark, Lithuania, the Netherlands, Belgium, Great Britain, Ireland, France, Germany, Poland, Spain, Portugal, Italy, Croatia, Greece, Bulgaria, Turkey, Cyprus and Malta. The following figure shows the distribution of all SPCs on the map of Europe. These centers are economically motivated and offer neutral, impartial advice on the use of short sea shipping to meet the needs of transport users. They are essentially independent of specific interest groups and act in accordance with the European promotion policy. The National Centers are connected to the ESN network which offers a common virtual tool for European promotion. The Commission strongly supports these centers, their work and their networking and expects that this support will be tailored at the national level²⁹.

²⁹ COMMUNICATION FROM THE COMMISSION TO THE COUNCIL, THE EUROPEAN PARLIAMENT, THE EUROPEAN ECONOMIC AND SOCIAL COMMITTEE AND THE COMMITTEE OF THE REGIONS, Mid-Term Review of the Programme for the Promotion of Short Sea Shipping (COM(2003) 155 final), Brussels, 13.7.2006



Figure 2. Map of Short Sea Shipping Promotion Centers

Source: K2 Solutions Foundation

Until 2016 ESN was an informal cooperation network. New network members join ESN by signing the Memorandum of Understanding. ESN does not have an official board, but a chairman who actively coordinates his work. The chairman comes from the center of promotion of the country President of the European Council. The chairman is active for the same period, which is 6 months. When an EU member does not have a promotion center, the chairmanship of the meeting is extended by 3 months and the chairman begins 3 months in advance. One of the national promotion centers is to be responsible for the financial aspects of the network. All other ESN work is carried out by working groups or individual centers³⁰.

The development of the motorways of the sea and the implementation of the Marco Polo programme have been identified as important activities for the promotion of short sea shipping. Thanks to the financing of almost 100 projects on MoS³¹, mainly through the TEN-T and Marco Polo programmes, the Sea Motorways supported the short sea shipping sector. MoS projects covered a variety of activities and resulted in several promising changes and developments in this sector. Almost all short sea shipping promotion centers and Member States' contact points are in agreement that MoS has significantly contributed to the development of interest and growth in the use of SSS.

³⁰ Report on embedded networking actions by SPCs to promote SSS and intermodality, Deliverable 5.3 – PROPS Project 2011.

³¹ MoS – Motorways of the Sea

Most of the SPCs that were consulted in the development of the Motorways of the Sea document say that their MoS design or policy as a whole has contributed to promoting the shift of transport cargo from land to sea³². Therefore, Short Sea Shipping Promotion Centers play a special role in connection with the development of the concept of Motorways of the Sea. By combining and promoting the use of short sea shipping, and by reinforcing cooperation between stakeholders and disseminating best practices, the ESN can ensure that the potential of shipping is fully used³³.

The SPC network is characterized by a great diversity in terms of funding, organizational structure and stakeholder involvement. To a large extent, their activities are national, not international. Small resources, both in terms of manpower and finances, seriously limit marketing work and lead to a "low cost" approach, not a "big impact"³⁴. In addition, SPCs mainly focus on the promotion of short sea shipping, not intermodal transport, of which SSS is a part. To exploit the potential of SSS, it cannot be regarded solely as a competitive means of transport and as an alternative to land transport. SSS is an integral part of the entire supply chain, therefore SPCs should also assume the role of IPC - centers for the promotion of intermodal transport. As IPC, they would also be involved in the promotion of inland water transport.

Considering the importance of building awareness about the potential of short sea shipping and intermodal transport, promoters such as SPC are an important source of support for the launch of new intermodal services. The activities of SPC are diverse - from providing general information on SSS, to actively developing the concept of modal changes for intermodal transport users and suppliers. SPC are the only entities actively promoting SSS on a European scale. Despite the obvious variability in the activities of the current SPCs, ESN is seen as the most capable to extend SSS promotion to intermodality³⁵.

2. ANALYSIS AND CONCLUSIONS OF THE SURVEYS RECEIVED FROM SHORT SEA SHIPPING PROMOTION CENTERS (SPC) LOCATED IN THE BALTIC SEA REGION AND OUTSIDE THE AREA

This chapter presents results of the analysis of surveys received from the Short Sea Shipping Promotion Centers SPC located in the Baltic Sea region. The information was additionally enriched by individual interviews conducted directly with each SPC. The surveys were completed by five SPC points:

1. SPC Finland – University of Turku, Brahea Centre, Centre for Maritime Studies³⁶

Centre for Maritime Studies (CMS) offers research services, further education and conferences in maritime and logistics sectors. CMS is part of Brahea Centre, an independent

³² Motorways of the Sea: An ex-post evaluation on the development of the concept from 2001 and possible ways forward, European Commission, Brussels 2017.

³³ A. Xerri, Annual Report 2016 – 2017, European Shortsea Network, Brussels 2017.

³⁴ Analysis of EU goals and policies with references to SSS promotional issues, Deliverable 1.1. – PROPS Project, Norway 2008.

³⁵ Analysis of EU goals and policies with references to SSS promotional issues, Deliverable 1.1. – PROPS Project, Norway 2008.

³⁶ SPC in Finland, University of Turku, Brahea Centre, Centre for Maritime Studies webpage: <http://www.shortsea.fi>

unit of the University of Turku providing international research and training services. SPC Finland's Executive Committee consist of representatives of different transport modes, ports and ports operators as well as forwarders, which are represented by their associations and unions.

In addition, Ministry of Transport and Communications and certain regions are involved in the Committee. Centre for Maritime Studies is chairing the Executive Committee.

The aim of SPC Finland is to promote short sea shipping and intermodal transport. International transport solutions that combine short sea shipping with rail, road and inland waterways

are the focus of SPC Finland's activities. SPC Finland is a neutral channel of influence. Its activities are based on the key role played by maritime transport in Finnish international freight transport. In view of Finland, the interoperability of maritime transport with other modes needs to be developed.

SPC Finland's activities support Finland's national transport policy and its aims and competitiveness in terms of logistics. SPC Finland's activities also support the implementation of sustainable, energy efficient and environmentally oriented transport systems in Finland.

2. SPC Lithuania – Marketing Department of Klaipeda State Seaport Authority

In January 2004, Klaipeda State Seaport Authority established Short sea Promotion Centre. The SPC was established as a subdivision of the Marketing Department of Klaipeda State Seaport Authority. Since 2007 it was led by Lithuanian Intermodal Transport Technology Platform (LITTP) and it's Lead Partner – Competence Centre of Intermodal Transport and Logistics (CCITL) of Vilnius Gediminas Technical University aiming to be recognized as IPC (Intermodal Promotion Centre). Lithuanian SPC as a separate unit does not exist, therefore there is no separate organizational structure, neither it has specifically dedicated budget. Functions and activities of Lithuanian SPC are attributed to the Marketing Department of Klaipeda State Seaport Authority.³⁷

3. SPC Sweden – Swedish Maritime Forum³⁸

The Maritime Forum, in Swedish "Maritime Forum" (former "Sjöfartsforum"), was established in 1996. The Maritime Forum is an association of around 100 fee paying members. These members are companies, organizations and authorities such as shipping lines, port companies, shipbrokers, universities, schools, unions, banks and financial institutes, technical suppliers and consultants, shippers, shipping organizations, authorities and other companies related to the shipping industry.

The Maritime Forum is promoting intermodal transportation, short sea shipping and inland waterway transportation. The Forum is also promoting the environmental benefits of sustainable ships design, along with the efforts to reduce emissions from ships and how sea transportation can contribute to a better environment. Other important topics that the Forum promotes include: the importance of ports as economic and social hubs within Sweden,

³⁷ Questionnaire of the SPC in Lithuania, Marketing Department of Klaipeda State Seaport Authority

³⁸ SPC Sweden webpage: <http://www.matitimeforum.se>

the challenges that future shipping faces along with the EU programmes such as Marco Polo and Motorways of the Sea and recruiting etc.

4. SPC Germany – Association of members: Federal Ministry of Transport and Digital Infrastructure (BMVI - *Bundesministerium für Verkehr und digitale Infrastruktur*), federal states: Hamburg, Bremen, Schleswig-Holstein, Mecklenburg-West Pomerania, Lower Saxony, North-Rhine Westphalia, Saxony-Anhalt, Rhineland-Palatinate, Baden-Württemberg and Bavaria, trade association of the transport and logistics industry and about fifty companies active in shipping, port business, logistics and cargo owners.

The SPC is organized as a public-private partnership. As a neutral, non-profit consultant, the SPC develops detailed, multi-modal logistics concepts on the traffic systems rail, waterway and short sea shipping.

The overall objective of the German SPC is to promote the increased integration of water and rail traffic within European supply chains, with regard to the target groups "transport, forwarding and industrial and commercial companies". In addition to the general concept of reinforcing alternative means of transport, in 2010 the German SPC focused on generating multimodal transport solutions by managing projects for the logistics market.³⁹

5. SPC Poland – Szczecin, association

The association was registered in 2001. The objective of the association is to initiate, support and participate in activities aimed at developing short sea shipping in Poland, promoting and propagating in Poland the idea of combined transport ("door-to-door" and "from the road to the sea"). The association also monitors problems and limitations encountered by the development of short sea shipping in Poland, collects, processes and transfers information related to the operation and development of short sea shipping to stakeholders and mass media in Poland and in Europe. The association actively seeks funding from international organizations, including the European Union and national and local governmental institutions for projects and programmes aimed at the development of short sea shipping in Poland⁴⁰.

The purpose of the survey was to obtain information on the scope and type of SPC's activities, the method and sources of financing, promotion and marketing tools, cooperation with investors, recipients and other interested parties.

The surveys were divided into 7 sections. Each of section concerned different aspects of SPC activities in a given country. Each section consisted of 4 - 6 questions. In order to maintain uniformity and readability, the results of this analysis are presented according to the same grouping.

Section 1: Institutional fundament/organisational structure

The first section consists of 4 questions and concerns the organizational structure of individual SPCs. In this section the SPCs were asked to answer the following questions:

- What is the institutional fundament of your organization? Are you a private, public or PPP organisation?

³⁹ Annual Report 2010, European Short sea Network, Brussels 2016.

⁴⁰ National Court Register (KRS) - extract from 04.03.2018

- What is your relation to governmental organizations and public administrations?
- How does your organization work?
 - What is your staff number?
 - Do you have separate departments?
- Do you have an organizational plan or a similar document you can provide?

The surveyed promotion centers differ in their legal form and organizational structure. Starting with SPC in Finland, the organisation is a non-profit body, part of the University of Turku. There is no separate department dealing exclusively with SPC tasks. The activities of the information center have been assigned to the Brahea Center - Center for Maritime Studies, which is funded by EU funds in projects implemented in a given period. SPC has no connection with government organizations. In Finnish SPC, there are no permanent employees - there is only one contact person dealing with the functioning of the Centre.

SPC in Lithuania, similarly to the centre in Finland, is not a separate and independent body. The tasks of the SPC are assigned to the Marketing Department of the Maritime Port Authority in Klaipeda, which obtains financing from its own income generated by the operation of the seaport. Klaipeda Sea Port was established by the Lithuanian government in 1991 and since then it is owned by the state and is not subject to privatization. Therefore, the SPC in Lithuania is closely related to the government administration.

In Sweden, the Maritime Forum is registered as an SPC and is financed by private funds only. SPC activities in Sweden are financed from membership fees and the SPC tasks are carried out by two people employed full-time. The Maritime Forum is a completely independent organization that is not influenced by any governmental body.

In Germany, the SPC is registered as an association. It is financed partly from public funds and partly from private funds - membership fees. SPC operates in the formula of public-private partnership. The SPC members in Germany include the Federal Ministry of Transport and Digital Infrastructure (BMVI) and representatives of 11 federal states. This means that the SPC in Germany has close links with government organizations both at the member and decision-making level. Of all the surveyed promotion centers, the one in Germany tackles the widest range of activities. In the center four people work permanently and on average two trainees are involved.

In Poland, the SPC is also registered as an association. It is a non-profit organization that receives financing from membership fees and profits from organisation of paid events. The Polish SPC cooperates with government organizations, however, it is an independent association and is not legally bound to them in any way. The Association does not employ permanent employees.

The first section indicated the basic differences and similarities in the legal form and organizational structure of individual SPCs. Most of them do not have an independent department dealing exclusively with the tasks of the information center. These tasks are assigned to the already existing bodies or institutions. In most cases, SPCs are non-profit organizations that do not employ permanent employees. Only in Sweden and Germany there are employed permanent staff involved in the functioning of the SPC. SPC in Lithuania and Germany have direct connections with governmental administration. The remaining SPCs are not directly connected with public institutions.

Section 2: Tasks

The second section consists of 4 questions concerning the activities of a given SPC - the division of tasks, the way of functioning or the basis of operation. As part of this section, the SPCs were asked to answer the following questions:

- What are the tasks of your organisation? Do you have specific tasks or just the general task to promote short sea shipping? Who does determine your tasks? Do you have to report your activities for their approval?
- Are there any statutes or similar papers/agreements where these tasks are fixed? Can you provide a copy?
- Do you have any provisions/ limitations regarding your work?
- How do you see your task distribution with sector organizations?

All of SPCs have the same goal - to raise awareness regarding the importance of short sea shipping and / or inland waterway transport, promotion and consulting in this area. Depending on various forms of organization individual SPCs perform their tasks in a different way.

SPC in Lithuania, being a part of the Authority of Klaipeda State Seaport, apart from the promotion of short sea shipping, participates in additional functions related to the port's activities, related to preparing strategic development projects, to carry out scientific research works, and to promote port as a whole. In SPC in Lithuania, there is no official document containing marketing plans. SPC is guided by elaborated schemes and undertakes various activities to achieve its goals. It does not focus on one or a set of marketing methods. It tries to use various possibilities and is constantly looking for alternative ways of reaching the target beneficiary and effective promotion of the Port in Klaipeda and short sea shipping. Their current plans and activities are discussed during meetings with involved stakeholders. Such meetings give a broader view of the situation and help to make good decisions.

SPC in Germany provides consultancy and advice in the field of short sea shipping and inland waterway transport in the context of multimodal transport chains. Principal function of the SPC is a competitive neutral consultation of cargo companies (cargo owners). The SPC team examines free-of-charge and objectively logistic chain structures for possible modal shifts for European cargo. In addition, it supports the logistics service providers. The association also organises lectures and expert talks as well as employs interns. Another field is public relations, i.e. the active promotion of alternative transport modes of transport via online / print tools, events and trade fair appearances. Business reports are presented during the general assembly and board meetings.

The Finnish SPC pursues its objectives mainly through participation in European projects, especially those related to short sea shipping, but also in projects related in general to the development of European transport systems, part of which is the promotion of SSS. It does not run any commercial activities. Every year, it publishes the Ship-owner barometer publication, which is financed from public funds. The Finnish SPC acts as a liaison between government administration bodies and private entities. There are no official documents describing marketing plans. It carries out its work in accordance with the objectives and uses mainly European projects. They enable the distribution of SSS information in Finland on an international scale. Current plans are consulted with representatives of government administration.

Polish SPC conducts promotional activities using standard marketing methods and through direct contact with interested entities and free consultancy. As part of the SSS promotion, the Szczecin center is the main organizer of the annual Szczecin Maritime Economy Meeting named Herring⁴¹. It is a big event during which, among other things, the distinction of the Baltic Sea Laurel is awarded by the Organizing Committee chosen from entrepreneurs, managers and politicians. It also awards the second distinction of the Baltic Amber Laurel, for companies contributing to the development of maritime economy and maintaining and creating new jobs in this sector.

The Swedish SPC does not have an official document containing marketing plans. What's more the SPC does not achieve the intended goals by raising awareness and providing information on the benefits of transferring cargo from land to water. The Swedish SPC has a very practical approach. Its actions are precisely targeted at individual recipients. It pursues its goals mainly through business meetings and offering cargo shipping opportunities using SSS and IWT⁴².

According to the Swedish SPC, it is not the cargo owners that should be the most important target group, but shippers. The owner wants to send the goods as cheaply and as quickly as possible. The freight forwarder's task is to organize such a transport and that is why it is to this target group that should be reached and offered concrete solutions that will bring mutual benefits.

In this respect, the Swedish SPC can boast of many successes. Repeatedly convinced logistic operators to use SSS for transporting cargo. In order to maximize the scale of transport profits, it is proposed to consolidate loads, i.e. smaller loads are transported by ships sailing in the same relation and only on land they are separated into target relations.

Depending on the type of organization the activities of all SPC are regulated by different legal regulations. The SPC in Finland, which is incorporated in the Centre for Maritime Studies at the University of Turku, does not have a separate statute or other document regulating its functioning. It is subject to standards identical for all the bodies forming the university. SPC in Lithuania, due to the fact that it operates in the structures of the sea port is subject to the Act on seaports in Lithuania. SPC in Germany, Sweden and Poland are associations, so they operate according to the statute of the organization defined by the founders.

SPC do not generate profit. According to the law SPC in Poland and Germany as associations cannot generate profits. All revenues must be used to pay for the work of the management board and other employees involved, and are intended for statutory activities. SPC in Finland is maintained by European funds and also does not generate profits, and revenues are allocated to current administrative costs, etc. Other SPCs also do not generate profits and provide their services free of charge.

Section 3: Objectives

The third section consists of six questions regarding objectives, rules of activities and priorities. Questions of this section were also aimed at examining whether and to what extent the tasks related to the promotion of inland waterway transport were included in the activities in individual SPC. Thus, the SPCs were asked to answer the following questions:

⁴¹ <http://www.herring.szczecin.pl/>, access on 02.05.2018.

⁴² Phone interview on 27.04.2018.

- What are the objectives of your organization? How do you decide on them? Do you have some priorities?
- How is your relation to IWT (Inland Waterway Transport)? Do you implement objectives and tasks related to IWT? What are your priorities? What are your IWT competences? Are your members/stakeholders interested in IWT? What are IWT priorities?
- If not: Would you be interested and do you think it would make sense to integrate IWT into your portfolio? In what regions, market segments do you see opportunities?
- If yes: Do you have: IWT objectives from the beginning or did you add IWT at a later stage? How did the extent of your IWT activities evolve over time?
- If added at a later stage: What was the reason? Who initiated this? Has this changed your organization, financing etc.?
- What are your objectives regarding exchange of IWT experience and know-how among SPCs/European stakeholders?

The basis for activities of all SPCs are consistent with each other and reflect the objectives and guidelines defined by the European Union and its strategy for the development of maritime and inland transport. One of the fundamental activity of all SPCs is the promotion of short sea shipping and the interoperability of maritime transport with other transport modes, e.g. road, rail or inland waterway transport. SPC in Lithuania, being part of the Klaipeda seaport, operates in accordance with the objectives of the port development, such as: increasing port competitiveness, creating favourable business climate for the industry players, assuring navigation safety, etc.

Most of the surveyed SPCs do not implement activities related with development of inland waterway transport.

The SPCs in Finland and Poland currently do not have specific objectives in this area. In Finnish conditions, it is difficult to talk about combining the functions of the short sea shipping promotion center and inland navigation. Inland shipping in Finland is practically non-existent, especially for transporting cargo. The main means of transport is road transport. This is mainly due to the location of major economic centers and their deployment in Finland.

Polish SPC treats short sea shipping and inland navigation as a whole. Therefore, by promoting SSS, it also promotes IWT. However, currently it does not carry out activities strictly aimed at supporting the development of inland waterway transport.

Under Lithuanian conditions, it is impossible to combine the tasks of the short sea shipping promotion center and inland navigation. The promotion and development of SSS is handled by the Marketing Department of the Port of Maritime Authority in Klaipeda, while the development and promotion of IWT is handled by the State Enterprise Inland Waterways Authority (SEIWA). This office is designated as the manager of waterways in Lithuania and is responsible for maintaining them during the shipping period. Therefore, it is the most appropriate body to provide information on this subject. In connection with the above, the Port of Maritime Authority in Klaipeda cannot compete with SEIWA. It is impossible to take over these tasks. However, this does not exclude cooperation that exists and the parties meet to discuss common goals, needs and plan.⁴³

⁴³ Phone interview on 27.04.2018.

The Swedish SPC is a partner in the European project EMMA, which is mainly focused on the development of inland waterway transport in Europe. There is no distinction between SSS and IWT in the SPC's consciousness. Both types of transport are very similar, together they form part of the entire transport system and cannot be considered separately. IWT is an extension of SSS inland. While promoting SSS, SPC must simultaneously promote IWT. Therefore, the SPC should combine the tasks of the short sea shipping promotion center and inland navigation⁴⁴. The Swedish information center is significantly involved in the promotion of this type of transport and this is one of its priorities.

The German SPC considers inland waterway transport as key issue because the center perceives all modes of transport as the entire transport system in a multimodal context and recommends their use in each individual case according to their strengths. Therefore, carrying out tasks exclusively for one transport mode does not meet the current market requirements. Among the members of German SPC there are numerous inland waterway companies: inland waterway companies, inland ports and the Federation of German inland ports. The largest founder of the association - the Federal Ministry of Transport and Digital Infrastructure also supports activities for the development of IWT.

Section 4: Financing and budget

The fourth section consists of 5 questions regarding the method of financing the activities of individual SPC. As part of this section, the SPCs were asked to answer the following questions:

- How is your organisation financed?
- Do you have any revenues?
- What financial sources do you use to finance your activities?
- What is the budget of your organization? How is it distributed among tasks/activities? Are you flexible to shift budgets?
- Is your budget negotiated from year to year? Do you receive any other support like free use staff, office rooms or office equipment from any kind of public or private body?

Promotional centers are, by definition, a non-profit consultative bodies. All revenues from membership fees, public-private support or other sources are allocated to current needs and statutory activities. As a result, SPCs do not generate revenues.

The SPC in Sweden obtains the main financing from membership fees. Thanks to the developed network of members, currently numbering 104 entities, it can generate an annual budget of 300,000 EUR - this budget is negotiated from year to year and depends on the agreed membership fees. This is a significant amount that gives large opportunities to implement activities and therefore there is no need to raise additional funds, although it is possible.

In 2017, the Swedish SPC received a grant of EUR 50,000. These funds are intended for the organization of a series of meetings with stakeholders regarding the benefits of shifting transport from land routes to waterways. The aim of such meetings, apart from the promotion of SSS and IWT, is to develop solutions approaching the intended goal, increasing the use of SSS and IWT

⁴⁴ Phone interview on 27.04.2018.

for cargo transport as well as reducing CO2 emissions and other pollutants harmful to the natural environment⁴⁵.

The Lithuanian SPC operates within the structures of the Maritime Authority of the Port Klaipeda, which limits the possibilities of obtaining additional financing. The SPC budget is almost entirely derived from income from port operations. This budget is sufficient and finances all SPC needs. The annual budget of the Maritime Port Authority in Klaipeda depends on the annual income generated by port fees and lease of port areas and on the size of loans granted by banks.

This does not exclude the possibility of participating in European projects. Last year, i.e. in 2017, SPC in Lithuania took part in three projects. One of them was the flagship project financed by the INTERREG Baltic Sea Region Programme - Green Cruise Port. It is a project concerning "green" cruise shipping. Therefore, the SPC may obtain additional financing from the European Union and thanks to these funds it may cover personnel costs and current administrative needs. As far as public-private partnership is concerned, sometimes the Swedish Maritime Forum uses this form of financing. When organizing a conference or other large event, often the organization costs are divided into private and public entities involved in the implementation of such a venture⁴⁶.

The SPC budget in Germany is around EUR 500,000 a year, which can be flexibly used according to plans and needs. As in Sweden, the budget is linked to the membership fees, which in this case is fixed and does not change.

The SPC budget in Poland is approved annually by the General Meeting of Members of the Association. This center does not receive any support, such as free staff, office equipment or space rental.

Section 5: Membership

The fifth section consists of 4 questions regarding members of individual SPC. Thus, the SPCs were asked to answer the following questions:

- Do you have members? How many? What types of institutions etc. are members in your organization (public, private)?
- How is the membership development?
- Do they pay a membership fee? Does membership fee depend on services provided by SPC?
- Do you offer specific services for your members?

Membership structure in individual SPCs varies in number and type. SPC in Finland has no members. However, its stakeholders include the Finnish Shipowners' Association, the Finnish Port Association and governmental organizations related to shipping. SPC in Lithuania also has no members. The Swedish Maritime Forum has about 104 members from the public and private sectors. The number of SPC members in Sweden is constant - annually 4-5 old members leave and the same number of new members comes in their stead. The membership of SPC in Germany consists of BMVI, 11 federal states, 6 trade associations / organizations of the industry/sector as well as 45 companies from shipping, port, logistics and rail freight sector as well as shippers. There are no significant changes in the number of members. Additionally representatives of private sector pay a membership

⁴⁵ Phone interview on 27.04.2018.

⁴⁶ Phone interview on 27.04.2018.

fee of 5,000 EUR a year, while the federal states support the association with 15,000 EUR a year. SPC members in Poland are divided into ordinary and supporting members - currently there are 29 ordinary members and 14 supporting members. The annual membership fee does not depend on the services provided by the SPC and varies from 500 PLN to 5,000 PLN.

Section 6: Public relations/marketing

The sixth section consists of 5 questions regarding the distribution method of information on short sea shipping. The questions are also aimed at obtaining knowledge about the substantive value of the information provided, target recipients and distribution channels. As part of this section, the SPCs were asked to answer the following questions:

- How do you manage your public relations? Do you manage it internally or use external service providers? How is the work division?
- What is the objective of public relations? What information channels do you use?
- What do you communicate?
- What are the intended recipients?
- How would you evaluate your standing and your level of awareness in your country?

The purpose of marketing activities of SPC is to disseminate information, raise awareness and knowledge regarding the integration of water, rail and road transport in European transport systems, strengthening the role of short sea shipping and inland water transport. Promotional activities are carried out mainly by SPC. However, the employees responsible for marketing and distribution of information are also supported by external contacts. SPC in Finland uses contacts of the University of Turku and uses such distribution channels as press articles, Facebook or Twitter. SPC in Lithuania cooperates with Marketing Department of the Maritime Port Authority in Klaipeda which has a wide network of contacts that supports effective promotion. SPC in Lithuania uses direct and indirect communication channels: local and international exhibitions, conferences, meetings, discussions, local and international media (printed and electronic), etc. Distribution of information in Sweden is mainly arranged by organizing seminars, publishing reports and participating in public debates as well as by sharing multimedia materials. SPC in Germany promotes its activities through the SPC website, branch bulletin, ESN website, event landing pages, Xing channel, Facebook, Wikipedia, YouTube, printed products (SPC_Aktuell magazine, SPC schedule, etc.). In addition, centre uses direct mail or e-mail (single or serial letters / e-mails), thematic meetings, conferences, network events, fairs, etc. SPC in Poland uses mainly seminars, meetings and conferences, and shares information online.

The information are directed to the shipping sector, maritime cluster, private and public entities, public opinion, shipyards, forwarding agencies, cargo owners, logistic companies, responsible decision makers and stakeholders from the transport and forwarding industry, but also from other transport clusters (shipping companies, port companies etc.).

The provided promotional information regards the results of European projects, investment opportunities, port services, tourist products, cargo shift from roads to railways and waterways, the benefits of increasing the role of short sea shipping and inland waterway transport in cargo and passenger transport. SPC provides information on the services offered, meetings and general activities related to the functioning of information centers.

Section 7: Cooperation and exchange in EMMA project to strengthen inland waterway transport

The seventh section consists of four main questions regarding cooperation between individual SPCs, in particular with regard to strengthening the role of inland waterway transport in the framework of the European EMMA project. Questions are related to the current state of cooperation and the possibilities, needs and suggestions for improving it. As part of this section, the SPCs were asked to answer the following questions:

- What potential do you see from a closer cooperation/exchange with other SPCs in EMMA?
- Do you have any specific topics you would like to discuss?
- Could you think of certain areas with particular potential for cooperation/exchange, e.g. development of transport solutions in certain markets?
- Do you see opportunities to strengthen your IWT competences through cooperation/exchange with SPCs more experienced in this field? How?

All SPCs are focused on development and have the same goals and implement them on the basis of similar priorities, which were described in this study. As a result, all SPCs see the benefits of cooperation and perceive any type of cooperation as beneficial, in particular, it seems the exchange of good practices always positively affects every type of activity. Establishing close cooperation between SPC as part of the European EMMA project will certainly bring benefits in the future and will create the basis for establishing cooperation in other European projects related to the development of short sea shipping and inland waterway transport.

The SPC in Finland, in the context of the environmentally – friendly approach to the economy, which is supported by EU policy, demonstrates the willingness to expand cooperation, especially in the blue economy sector (energy, maritime and coastal tourism, blue bioeconomy⁴⁷ and offshore sector), maritime spatial planning and its impact on shipping and maritime environmental regulation and its impact on the shipping / maritime cluster. The representative of the Finnish SPC pointed out the need for further development and establishing close cooperation with other short sea shipping promotion centers. There is a need to exchange experiences ⁴⁸.

The representative of the Lithuanian SPC also draws attention to the need for cooperation. There is definitely no contact with other SPCs. According to the Lithuanian SPC, it would be very beneficial to establish close cooperation with members of the ESN network in order to exchange experiences, good practices and more effectively promote SSS. Due to the fact that the Lithuanian SPC is not an independent organization, it cannot be a member of the ESN network. The exchange of good practices could include IT solutions supporting promotional activities. SPC in Lithuania sees the need to use such tools in its operations, but needs support from other SPCs that have already implemented such functionality. Contact with other SPCs would also help to reach a wider target group consisting of private and public entities operating in the transport sector. Cooperation would give the SPC's activities an international character and increase the scale of operations, which is extremely important for the promotion center.

In Sweden, there is generally a need for information on how to develop a detailed cost-effective business models and what makes them effective in other countries with developed inland waterway transport.

⁴⁷ A new branch of the economy that can be defined as the sustainable use of biological renewable resources to create goods and services.

⁴⁸ Phone interview on 27.04.2018.

All SPCs see potential opportunities to increase the competences for inland waterway transport through collaboration and exchange of experiences with more experienced SPCs on this area. Such knowledge is successfully acquired through participation in projects such as EMMA.

3. GOOD PRACTICES OF EUROPEAN SPCS

In order to identify good practices, the activities of all SPCs in Europe over a ten-year period, ie 2007 - 2017, were analysed. Data for this part of the study were obtained from ESN annual reports, websites of individual SPCs and other digital sources. As a result, a set of good practices was created, which gives an example of effective and proper functioning of short sea shipping promotion centers. The analysis of good practices aimed at obtaining information on the effective way of operation of information centers, which brings measurable benefits. The good practices described below can be successfully applied by the SPCs covered by the study as part of the 6-point development plan.

In fact, all activities carried out by the SPC can be considered as good practice. All of them lead to a common goal and implement uniform objectives for the entire European network of short sea shipping promotion centers. All of these tasks can be classified as shown in the table below.

Table 1. The main tasks of the short sea shipping promotion centers

<p>Encourage users and potential users to choose short sea shipping and intermodality</p>	<ul style="list-style-type: none"> • providing information, • distribution of promotional materials, • communication with current and potential users, • joining interested parties, including organizing meetings, events, seminars, conferences, etc.
<p>Promoting knowledge and innovation / improvement in the sector</p>	<ul style="list-style-type: none"> • providing information, • communication with operators, • encouraging operators to develop new and existing services in the field of short sea shipping and intermodality, • preparation of reports and market research, • organizing meetings and events.
<p>Influence political decisions affecting the sector</p>	<ul style="list-style-type: none"> • providing information, • lobbying (at local, national, regional and EU level), • organizing meetings.
<p>Identification of bottlenecks and indicating solutions</p>	<ul style="list-style-type: none"> • communication with carriers, users and authorities, • identification of bottlenecks (research) and providing solutions, • involvement in the consultation processes, finding the right solutions.
<p>European cooperation</p>	<ul style="list-style-type: none"> • ESN meetings and events, • interdisciplinary meetings ("contact points"), • communication with other European stakeholders to solve national problems.

Source: Ioannis G. Koliouisis, Promoting Short Sea Shipping & Intermodality, A Knowledge Repository to support flexibility in port operations and improve modal shift, Short Sea Conference 2011 – Bilbao 2011.

There are many indicators influencing the selection of the transport service by the sender. The following list shows the criteria according to which, shippers are guided to choose means of transport for transporting freight⁴⁹:

- Price

The price is usually the first element checked before choosing a transport. This is the main indicator for durable goods with a relatively low or medium value.

- Time

The door-to-door delivery time is an important indicator for a large segment of cargo that includes groceries and high value goods. To emphasize and define the importance of delivery time for these goods, the concept of time value is often used. The time value can be considered as the value that the sender attaches to each hour that the unit load is to be delivered, above or below the scheduled delivery date. The value of time is a common term among transport theorists because it provides a measurable link between price and delivery time. This allows you to compare two transport solutions with different unit prices and different delivery times.

- Safety of goods in transport

Short sea shipping / intermodal transport must comply with the international ship and port security code (ISPS code) and must bear initial and ongoing compliance costs, whereas goods transported with long-haul road vehicles do not have to meet any such requirement. It is possible to develop a security brand for SSS / intermodal transport based on compliance with the ISPS Code. A case favouring the security of SSS / intermodal transport must be authenticated in terms of the frequency of security breaches in transport by sea and land and insurance costs for transport by sea and land.

- Reliability of deliveries

Reliability of deliveries can be understood as a range of delays in deliveries, which makes it measurable and verifiable for each service provision throughout the supply chain. You can also enter the concept of reliability value. From two surveys conducted by Nautical Enterprise on this issue, it was established that the value attributed to reliability by broadcasters is three to five times higher than the value attributed to time, regardless of the value assigned to time. This means that the value or cost of being late by one hour is three to five times more important for the sender than the value of faster delivery by one hour. The implications of this are far-reaching and affect every aspect of intermodal transport. This means that sustainable success in intermodal transport services requires consistent reliability with every service provision throughout the supply chain.

- Flexibility of services

⁴⁹ Networking Strategies for Short Sea Shipping Stakeholders and Short Sea Promotion Centers, Deliverable 2.1. – PROS Project, Greece 2010.

The term "flexible freight transport" can be used as a synonym for truck transport. The vehicle itself is flexible not only in itself, but also provides all necessary connections between departure and arrival points, terminals, ships, trains, inland navigation systems.

- Frequency of services

High frequency of services is an important factor in achieving shorter delivery times. Instead of the sender having to adapt his performance to the availability of transport services, high frequency ensures that services are available practically when needed. High frequency of services is associated with hub ports and provides them with a clear advantage over regional ports, which have a much lower frequency of services.

- Stability of services

Stability is associated with reliability; it means that the sender can trust the service provider that he will consistently implement his promise to maintain high quality deliveries. This allows the forwarder to concentrate on production, marketing and all business requirements, without worrying about his supply and distribution networks unnecessarily. This helps to strengthen the relationship between the service provider and the forwarder and makes it difficult for the new participant to gain a position on the market.

- Impact on the environment

There is no doubt that certified green transport would have resonance in the market, because freight forwarders do not want to be connected to pollution; rather, they want to provide an environmentally-friendly image of their products. This is particularly important in the case of goods under international brands and in order to determine the state of purchases of goods, as both aim to present a favourable image in terms of their transport and procurement policies and may be vulnerable if they are linked to transport or products that cause harmful impact on the environment.

Short Sea Shipping Promotion Centers and Inland Waterway Transport Centers must operate in such a way that the above criteria for the choice of means of transport prevail in favour of water transport. The following examples of good practice indicate that SPCs undertake many effective actions that gradually bring them closer to the intended goal.

SPC in Finland has been publishing the shipowner barometer for many years. It is published twice a year in May and November. It concerns international freight transport in Finland and presents the views of shipowners on the state and needs of the maritime transport industry. This publication is published in Finnish and Swedish and reaches an increasing number of recipients. This is a good way of distributing information, because it gives a comprehensive picture of the situation by combining data showing the pace of development, ie. an increase in interest, and the relationships of practitioners who confirm the benefits of choosing sea transport instead of land transport.

SPC in Belgium on October 19, 2009 launched an online database with regular shortsea services from and to four Flemish ports. As a result, the number of people visiting the SPC website has increased significantly, to around 190 a day. Data on transport capabilities are often difficult to access for potential customers. This leads in most cases to the loss of interest in transporting cargo using

short sea shipping and selecting more easily available land transport. SPC activities of this type definitely bring measurable benefits and are an effective tool for promoting short sea shipping⁵⁰.

The SPC in France in 2010 focused on the intensive promotion of motorways of the sea, disseminating all available MoS documents. All means of information distribution were used. The MoS concept was presented during many conferences gathering a wide audience. It significantly expanded the recipients' knowledge and explained the essence of MoS on the French transport market. This led to the start of the MoS project between France and Spain. GLD Atlantique planned to remove 100,000 trucks from European congested roads, initially offering four departures a week, followed by daily service, with a 220-meter-long ship. The ship could carry 150 trucks between Gijon and St Nazaire within 14 hours - less than a roadside solution. In addition to the environmental benefits resulting from the elimination of huge amounts of truck road journeys, this service made it possible to significantly reduce operating costs for carriers and forwarders⁵¹. Similar actions with the final tangible benefit were also brought by other SPCs and many times it resulted in achieving the intended goal. This indicates the need for the SPC to function and their significant impact on the development of the SSS.

SPC in the Netherlands in 2010 noted a significant increase in the number of visits to the website. This was due to the addition of a new functionality - an interactive map that, after clicking on a given country, showed the offers of operators of short sea shipping. This shows that the best way to effectively interest customers in maritime transport are IT tools and multimedia platforms that graphically depict the possibilities of SSS. The potential user always wants to receive a quick and precise response, which in this case he could undoubtedly get. In addition, a banner was installed on the SPC website in the Netherlands, containing 19 advertising items⁵². For a fee, the entrepreneurs could display their companies' ads here. This is definitely a good way to raise additional funds for the functioning of SPC, especially taking into account rapid development of technology and online services in particular.

In 2010 SPC in Spain took part in several R + D (Research and Development) projects, focusing on the development of IT tools to facilitate and optimize information management in short sea shipping and, in general, enhance interaction between agents involved in short sea shipping. It was necessary to complete the PLAT-SSS project and work carried out by the Association as part of the Comodalweb 2.0 project, in which the simulator of the transport cost estimation developed by SPC Spain was additionally fully updated. This simulator was created and now you can use it on the SPC website - <http://simulador.shortsea.es/simulador.aspx>. This is a very interesting tool, which allows to estimate the time, cost and route of cargo transport using SSS. Once again, this proves that IT services and tools are the best and most effective promotion of maritime transport.

SPC in Greece in 2011 conducted an intensive recruitment campaign aimed at attracting young Greeks to the maritime industry and improving the image of the profession of a seafarer. The campaign consisted of an advertising movie broadcast on major television channels, information brochures through newspapers and lectures of maritime specialists and government officials addressed to school students throughout Greece⁵³. To change the image of maritime transport and raise public awareness of the benefits of choosing this mode of transport must begin with

⁵⁰ Annual Report 2009, European Short sea Network, Brussels 2009

⁵¹ Annual Report 2010, European Short sea Network, Brussels 2010.

⁵² Ibidem

⁵³ H. Scherer, Annual Report 2011, European Shortsea Network, Brussels 2011.

educating young and ambitious people - it is much easier to shape young people than someone who has been in the market for many years and works according to acquired habits and belief that short sea shipping cannot compete with better, in many aspects, land transport. This is an example of a very successful operation of the SPC in Greece and such schemes should be transferred to other SPCs.

SPC in Estonia in 2012 also noticed an opportunity for the development of short sea shipping through education. In cooperation with the Estonian Logistics and Transit Association (under which the SPC was active in Estonia), the Department of Logistics and Transport was established at the Tallinn University of Technology. This department combines research and teaching in logistics, transport planning and supply chain engineering. This is another example of when the SPC sees the potential of education and its future impact on the maritime transport market.

SPC in Finland in 2012 focused on the environmental aspects of transport, with particular emphasis on maritime transport and cargo transport. As a result of the conducted research, a comprehensive publication was created covering the impact of transport on the environment and ways to reduce it, also presenting the latest environmental regulations related to transport. In this publication, the SPC Finland provides information on the current environmental discussion regarding transport and decision-making by various stakeholders⁵⁴. This publication was mainly addressed to government administration.

For the entrepreneurs operating in the transport industry, environmental protection is not a significant issue. What matters is only the cost-effectiveness, time and reliability. Therefore, the role of such publications is to convince the government administration to effectively support maritime shipping and to create such laws and regulations that will allow limiting the transport of land cargo and transferring it to sea routes. Influencing decision-making bodies in a given country is a good strategy of the SPC and can bring tangible benefits if the undertaken actions find real justification and show the real advantages of the short sea shipping.

In the Sea Port of Klaipeda, which includes SPC in Lithuania in 2012, the Freight and Goods Information System (KIPIS) was created. This system is intended for sending and processing information on freight traffic through the port of Klaipeda. The main functions are to provide information required by customs authorities and other state authorities via an internet connection, exchange of data between system users to conduct procedures, exchange of electronic data with transport companies to submit and execute orders for handling operations. This is one of the main elements of the port community system⁵⁵. This is another example of using an internet platform to promote SSS. Limiting the barrier of complicated administrative and customs procedures may convince users to choose SSS as a mean of transporting cargo. Such systems should be supported and promoted by the European SPCs.

SPC in Malta in 2012, similarly to SPC in Greece and Estonia, focused on education. SPC in Malta signed a letter of support from *Escola Europea de Short sea Shipping* in order to send future students to participate in training. The SPC Malta promotes this school as a reference point for future managers in the local transport industry.

⁵⁴ Annual Report 2012 – 2013, European Shortsea Network, Brussels 2013.

⁵⁵ Ibidem

SPC in Belgium in 2013 convinced the Wienerberger forwarding company to transport cargo using short sea shipping. The freight forwarder became interested in the possibility of using SSS to transport bricks on pallets from the centrally located land terminal (Vilvoorde on the canal) directly to Great Britain. Until then, such transport took place along the way with flat trailers. By the end of 2014, more than 90,000 tons were loaded into the UK from Vilvoorde. In 2015, almost 70,000 tons were loaded there, as well as 14,000 tons from the port of Ostend. Also the first trial in St. Petersburg was carried out⁵⁶. Undoubtedly, this is another example of effective promotion of short sea shipping.

In 2014, SPC in Belgium presented Van Hool with the possibility of short sea shipping to deliver buses to European destinations using ro-ro services. Van Hool uses sea transport to Malmö and is a well-known Belgian company producing many types of buses, which thanks to SPC's operations in Belgium transports its products to Malmö in Sweden. On March 11, 2014, the first Exqui City Bus was sent to Malmö by ro-ro vessel (UECC⁵⁷). Environmentally friendly, two-story low-floor bus was 24 m long. Its weight was approximately 22.7 tons. The bus arrived in Malmö three days later⁵⁸. This example of good practice shows the effectiveness of the Belgian SPC's activities in promoting short sea shipping in the private sector.

SPC in Norway in 2014 initiated and managed a research project to define coastal transport solutions for the future. Cargo owners, freight forwarders, ports, shipowners, technology suppliers and research organizations were present. As a result, solutions have been identified that allow short sea shipping to be competitive also over a distance of 200 to 1000 km. In the proposed solution, cargo is sent in 45-foot containers. The main innovation is the crane that loads containers directly from the truck on the wharf to the ship and vice versa for unloading. This leads to significant savings in time and costs. Interviews with over 100 clients were conducted to see if their requirements can be met. Significant environmental benefits can be achieved through hybrid LNG-powered engines combined with rechargeable batteries that are charged at the seaport⁵⁹. SPC in Norway to promote short sea shipping has used innovative solutions that significantly increase the competitiveness of this type of transport.

SPC in Cyprus organizes cyclical Blue Career events. Their goal is to raise awareness among the younger generation on the marine industry, to explore broad maritime career opportunities, as well as to gather high school students, students, unemployed graduates and specialists in one forum⁶⁰.

SPC in France also promoted short sea shipping by educating, raising awareness and presenting available financial instruments. In 2015, an investment guide was created - Vademecum for better use of EU instruments (European Sustainable Navigation Forum). The French Ministry of Transport, in cooperation with the French SPC, was strongly involved in the implementation of a practical guide for operators, which is to offer technical support and guidance for investors and operators engaging in more sustainable shipping⁶¹.

The SPC in Italy in 2015 supported private and public entities to use the potential offered by the new European financial framework aimed at combining traditional grant reserves with innovative financial

⁵⁶ Annual Report 2015 – 2016, European Shortsea Network, Brussels 2016.

⁵⁷ UECC - The provider of short sea ro-ro transportation in Europe.

⁵⁸ Annual Report 2014 – 2015, European Shortsea Network, Brussels 2015.

⁵⁹ Ibidem

⁶⁰ Annual Report 2015 – 2016, European Shortsea Network, Brussels 2016.

⁶¹ Ibidem

instruments. The Italian SPC has been involved in raising funds for four Italian port authorities for the implementation of infrastructure project and one transport company for the renewal of the fleet under EFIS⁶². This example shows that important tasks of the SPC may not only be practical, educational and promotional activities but also support application for European funds for specific investments. SPCs belonging to ESN and supported by EU transport policy in this respect have much greater opportunities than private or public entities and in this way it can very practically influence the increase of SSS competitiveness.

An example of a well-functioning European promotion center is the Norwegian SPC. It is the organizer of forwarding forums, during which members work together to improve the flow of cargo. These forums support the government in its efforts to shift cargo from land routes to sea routes. The Norwegian SPC is the organizer of many initiatives combining public and private entities, aimed at increasing the use of SSS in transport of cargo⁶³. In addition, an IT tool called Short sea Schedules can be found on the SPC website. This interactive tool allows you to check all international short sea shipping services in Europe. After selecting the port of loading and unloading, a list of available shipping lines appears with all necessary information and contacts. This is an interesting tool and should be implemented in all of the promotion centers studied. Below is an example of the operation of this simulator in the relation Gdynia - Oslo.

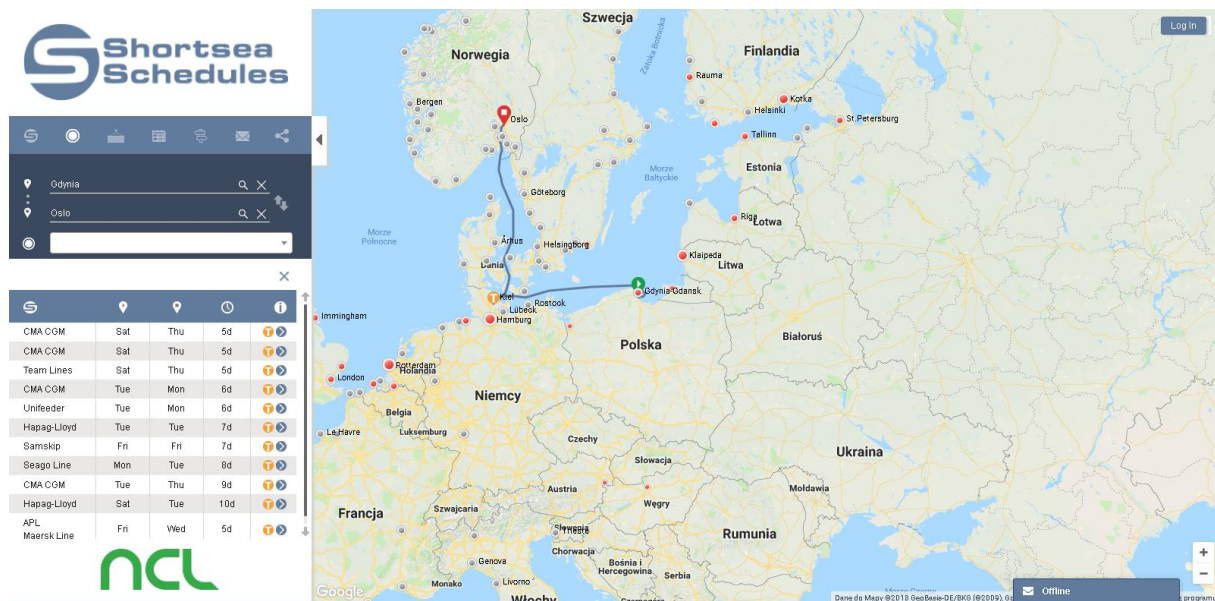


Figure 3. An example of one of the functionalities of the interactive short sea Schedules platform

Source: Norwegian SPC website

<http://www.shortseaschedules.com/Schedule/MapSearch?From=Gdynia&To=Oslo&IsP2P=true>, access on 03.05.2018.

⁶² Annual Report 2015 – 2016, European Shortsea Network, Brussels 2016.

⁶³ Annual Report 2016 – 2017, European Shortsea Network, Brussels 2017

4. A SIX-POINT DEVELOPMENT PLAN OF SPC'S

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4.1. Development of organizational structure

In order to consider the possibilities of developing organizational structures of individual SPCs, it is necessary to determine which model is the most beneficial in each case. What form of organization functions is the most effective, bringing best results and achieving the objectives and goals of the Short Sea Shipping Promotion Center.

Therefore, the organizational structures of all SPCs in Europe were analysed. The selection of the model organization was influenced by criteria such as the scope of activities and the effectiveness of their implementation, effectiveness in creating strong membership and the resulting attractiveness for these members, effectiveness in obtaining financing and proper involvement of SPC employees.

As a result of this analysis which took into account the above mentioned criteria, it seems SPC in Germany is the closest to fulfilling criteria of a model SPC. It is an association operating within the framework of public-private partnership. This is the most suitable form of SPC, which gives the greatest opportunities for development. SPC in Germany brings together many members, both from the public and private sectors. The members are the Federal Ministry of Transport and Digital Infrastructure, 11 federal states, trade associations from the transport and logistics industry and about 50 companies operating in the port, logistics and forwarding industries. This structure allows to reach the largest number of potential end-users. Close cooperation with the government administration facilitates influence on decision-making process, allows for faster information flow and, without a doubt, increases the chances of positive actions of governmental bodies towards supporting the development of short sea shipping. Representatives of government bodies being a member of the association are up to date with all information and can react quickly in a given situation.

As mentioned earlier, the most effective form of organisation for SPC is association working in a form of public- private partnership (PPP).

Public-private partnerships can be defined as a long-term contractual agreement and a link between public authorities and private sector enterprises. PPP is a public procurement method and aims to finance, design, implement and service public sector facilities and services. Partners collect the necessary resources (for example, know-how, capital, personnel etc.) in the association and delegate tasks, responsibilities and risks to the partner with competence in a specific area⁶⁴.

The basic idea of PPP is that the skills and resources of each sector (public and private) are made available to provide services to the general public. In addition to sharing resources, each party shares

⁶⁴ B. Beck, PPP in Sweden and Germany, Department of Real Estate and Construction Management Real Estate Economics, Stockholm 2010.

both potential and risk. In comparison to conventional contracts both partners benefit from this partnership. PPP projects are primarily the result of more efficient public service provision, life cycle cost optimization and know-how transfer⁶⁵.

Public-private partnership brings such benefits to both public and private entities. In the case of public entities, PPP will bring or at least raise the value for society compared to conventional projects due to one or more of the following factors⁶⁶:

- reduced risk,
- the private sector assumes the risks associated with lifecycle costs: Cost-effectiveness, and above all, lower costs throughout the life cycle,
- higher quality of services,
- access to know-how of the private sector,
- more efficient and faster service implementation.

In addition, PPP reduces public investment. PPP combines public and private capital in the hands of a private partner, but under the control of a public partner. Due to the shrinking budgets, getting access to alternative sources of capital than the public budget is an opportunity to implement important and urgent projects, while others may not be possible⁶⁷.

In the case of private entities, PPP provides access to secure, long-term financial opportunities. Private partners can operate with the relative certainty and security of a government contract. Payment is provided, for example, by a contracted service charge, and the revenue stream can be secured for up to 15 years or more⁶⁸.

Private sector partners can also profit from PPPs, benefiting from managerial, technical, financial and innovative capabilities. They can also increase their PPP capacity and expertise - or their experience in the sector - which can then be used to create additional business opportunities⁶⁹.

4.1.1. SPC in Germany

There is no need to change the organizational structure of the SPC in Germany. This SPC as a result of the analysis has been selected as model SPC.

The German government strongly supports PPP and has numerous PPP promotion bodies. The coalition agreement between the political parties of the federal government of October 26, 2009 clearly mentions that the government will promote PPP. It is anticipated that the investment in PPP in Germany will probably continue to grow as a result of this support.

There are 4 people employed in the German SPC. Additionally, usually two people take an internship at the same time, supporting the centre's work. As you can see from the example of this SPC, this number of employees is sufficient to effectively implement the planned tasks. Therefore, it does not seem necessary to increase the number of permanent employees of the center.

⁶⁵ B. Beck, PPP in Sweden and Germany, Department of Real Estate and Construction Management Real Estate Economics, Stockholm 2010.

⁶⁶ Ibidem

⁶⁷ Ibidem

⁶⁸ Ibidem

⁶⁹ Ibidem

4.1.2. SPC in Sweden

SPC in Sweden is registered as an association. It is an organization completely independent from the government administration, which has no direct impact on the functioning of this SPC.

Being an association has similar opportunities to conduct activities like SPC in Germany. The scope of its tasks and the way it functions is regulated by the association's statute. SPC in Sweden has nearly 100 members from both the public and private sectors, but does not work under PPP. However, it cooperates with the government administration and regularly meets to discuss the needs, plans and methods of their implementation. Government administration bodies are in the network of SPC members, and therefore actively support its activities.

Taking into account the aforementioned benefits of public-private partnership, a step worth undertaking would be to create such a partnership that would strengthen the organization's structure and increase the possibilities of supporting the development of short sea shipping.

There are two people employed permanently in SPC in Sweden. The current state has good and bad sides. With such a large network of members, with such developed marketing plans and development strategies, the work expenditures are significant and in this context the possibilities of two people may prove insufficient. In this case, it would be worth to increase the number of the team at least by one person, so that one person would act as the managing director, one would deal with marketing and one administration. It is also worth engaging apprentices or trainees. Thanks to this, it would implement the educational aspect and educate young people and prepare them for work in the maritime sector or intermodal transport.

On the other hand, working in such a small team gives a lot of flexibility and a large scope for decision making. It causes fewer organizational problems and gives a lot of freedom of action. All this means that the activities of this SPC are very effective. Currently, if the execution of a specific task requires the involvement of a larger number of people, then individual works are outsourced.

4.1.3. SPC in Finland

SPC in Finland has no form of association and is not an independent organization. The Center for the Promotion of Short Sea Shipping in Finland is the Center for Maritime Studies, part of the Brahea Center, a unit of the University of Turku, providing international research and training services.

SPC in Finland, being in the structures of the University of Turku, benefits from this, but it also generates limitations. Without being an independent organization, it remains under the influence of the University and the Brahea Center. Therefore, the activities of this SPC are subject to the rules and regulations of the parent entity. This limits the freedom of action. On the other hand, being a part of the university can gain credibility. The current structure is also quite convenient. SPC does not have to worry about financial liquidity - the problem is taken care by the university. However, this situation is non-development and the case is that the Finnish SPC is in a phase of stagnation.

Despite the many benefits of such an organizational structure, it seems that it would be more beneficial to separate from these structures and create a completely independent organization. Of course, this does not exclude the possibility of including the University and the Brahea Center in the network of members of this SPC. Thanks to this, close cooperation with the university would be maintained and there would be total freedom of action.

According to the Finnish representative of the SPC, in Finnish conditions there is no possibility of separation from the university's structures. In Finland there is a very large number of associations, clusters, etc. The SPC as another independent and small association would not have a chance to break through and would not be able to create a network of members. Therefore, it would be very hard to get financing. Therefore, the Finnish SPC must remain in the current organizational structure⁷⁰. However, if being an independent organization entered the PPP and thus received substantive, image and financial support, the effects of such a step would turn out to be positive. This would open up the possibilities described earlier, at the beginning of subsection 4.1.

Creating an independent organization, eg in the form of an association, would open new possibilities for obtaining financing, which are currently very limited and only boil down to financing SPC activities from European projects. European Funds are a very good source, while they do not generate revenues that could be allocated for the development of the SPC and more effective implementation of its objectives and assumptions. European projects are usually refinanced, so first you have to put money, i.e. to credit the SPC's activity. This is, among other things, the reason for the SPC's operation in the university's structures.

Besides, being a non independent organization, the Finnish SPC cannot join the ESN network. As a result, it cannot be a beneficiary of benefits resulting from membership in this network. The result is also difficult cooperation with other European promotion centers.

There are no permanent employees in SPC in Finland. One employee acts as a contact person. According to the SPC representative, there is no possibility of employing additional people. There is no funding for this and the university authorities will not give permission to create additional posts under the SPC. Besides, there is no need. In Finnish conditions, there is no need to expand the short sea shipping promotion center, because a significant part of their tasks are carried out by the ministry, which cares about the contacts and needs of entrepreneurs in Finland⁷¹. However, as shown in the example of German or Swedish SPC, acting as an independent association can significantly develop and play an important role in the promotion of SSS and IWT.

4.1.4. SPC in Lithuania

The Short Sea Shipping Promotion Center in Lithuania operates within the marketing department of the Port of Maritime Authority in Klaipeda. As in the case of SPC in Finland, this is not an independent organization and it is subject to a mother institution. There are no people dedicated only to work on the promotion of short sea shipping. These activities are included in the responsibilities of employees of the marketing department.

Although the situation seems to be similar to that in Finland, in fact it is different in this case. SPC operates under a seaport, which principal function are activities closely related to maritime transport, including short sea shipping. Therefore, all activities are directed at the development of the port and development of maritime transport. Naturally, the interest of the sea port is active promotion of maritime transport and intermodal transport. This means that you do not need to create workplaces specially dedicated to SPC tasks.

⁷⁰ Phone interview on 30.04.2018.

⁷¹ Phone interview on 30.04.2018.

The port of Klaipeda is a port subject to government bodies. This means that it works closely with the government administration. As a seaport, it has direct contact with the private sector with which it cooperates, creating a network of business partners. Therefore, it derives similar benefits as in the case of public-private partnerships.

SPC in Lithuania among the surveyed short sea shipping promotion centers is a unique case. Despite the fact that it does not work on the basis of the model SPC in Germany, the effect of its operations is comparable. In this situation, changes to the organizational structure are not needed, and current ones are appropriate and adequate to the objectives and goals of the SPC.

Prior to the creation of the SPC, different variants, different legal forms were analysed in order to choose such a model that would guarantee the greatest chance of success. Finally, it was concluded that the best option is to enter the structure of an existing organization, which operates on the market for many years, is well perceived, develops and fulfils an important function in the transport system of Lithuania. This organization proved to be the Port of Klaipeda.

Even though this form is optimal, it is not without flaws. Functioning in the organizational structures of the Port of Klaipeda is associated with the absolute subordination of the rules prevailing in the port. This means bureaucracy and other restrictions that indirectly can affect the course of some SPC activities. SPC is financed from fees charged for port operations and thanks to this the promotion center is guaranteed liquidity.

There is no need to employ additional people. Currently 6 people work in the marketing department. These people are involved in all promotional activities, both in the Port of Klaipeda itself and in general short sea shipping.

If the execution of a specific job requires additional human resources, then individual tasks are outsourced. Outsourcing in the case of temporary intensification of activities is more efficient economically and executive than the employment of an additional person.

The marketing department also does not involve students or trainees. This solution, contrary to appearances, may make work difficult. In order for such people to do their job well, they need to be trained, which means that one of the employees must suspend his / her work and devote himself / herself to teaching. In the end, it reduces the number of people implementing specific activities at a given time. However, such an approach eliminates the educational and training aspects, which should be entered in the promotion activities of the Center, therefore, in spite of everything it is advisable to engage interns or trainees to assist in the conduct of the SPC.

In summary Lithuanian SPC differs from the German model center for the promotion, while the Lithuanian conditions and in view of the current form of operation and its effectiveness is not recommended to change it and create an independent association. According to the representative of the Lithuanian SPC, the current organizational structure is optimal and should not be changed. Currently, it functions very well and realizes all its goals. In Lithuanian conditions where SPC is part of a large institution such as the Port of Klaipeda it creates far greater opportunities for development and promotional activities, than if they were an independent association⁷². Being part

⁷² Phone interview on 27.04.2018.



of the Port of Klaipeda gives a definitely different dimension, increases the rank and undoubtedly increases the chances of reaching the target entities.

4.1.5. SPC in Poland

SPC in Poland is an association. It is an organization independent of the government administration, but it establishes cooperation with it. In this center there are no people employed permanently, and those responsible for its functioning work on a voluntary basis.

The form of this organization is advantageous. As an association, it has great potential for wide range of action. This implies many ways to obtain financing for their activities and certainly nothing prevents the SPC from developing like other leading SPC in Europe.

A threat to further efficient functioning may be the lack of people employed exclusively to perform SPC tasks. Volunteering is a very noble form of engagement, especially if it concerns such an important issue as the development of waterway transport. However, taking into account the principles of the labour market, it is not possible in the long-term to work effectively on a voluntary basis. A volunteer must simultaneously work in another place to earn his living. The result is that his attention is divided into two or more jobs, while emphasizing that he then spends most of his attention and time on paid work. There is a fear that the minimum amount of time is spent on the SPC's activities, which makes it impossible to carry out the assigned tasks and marketing plans. Therefore, it is suggested to create permanent jobs in this center. Another solution may be not to bind the board authority and the association with any employment relationship, and the remuneration may be paid by virtue of resolution from the funds derived from membership fees or other sources of financing. This will alleviate the need to create permanent jobs and volunteering will turn into paid work. This will certainly increase the scale of involvement in the work of the SPC and intensify the promotional activities of this center.

As in the case of SPC in Sweden or Finland, it would be worth creating a public-private partnership. This will ensure access to additional funds, increase the possibilities of dissemination of information and improve the possibilities of influence on decision-makers in government bodies. In the light of the increasing awareness in Poland of the benefits of water and intermodal transport and in connection with the increasing number of activities supporting the development of short sea shipping and inland waterway transport, the Polish SPC activity will perfectly fit into the national transport policy and will be able to fully use its potential. Being in a public-private partnership, Polish SPC will have a significant impact on the development of short sea shipping and inland water transport.

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4.2. Obtaining additional sources of financing

The issue of acquiring additional sources of financing will not be considered in division into particular types of financing sources for each SPC's activities depend on the organizational structure. Some SPCs are member associations with direct membership fees, others are part of a larger organization. Membership fees and government funding are the most frequently used sources of financing. Some SPC organize events with an entrance fee. Participation in research and development projects is quite common, also taking into account joint projects implemented with ESN members⁷³.

The recommended sources of financing are:

- membership fees
- government subsidies
- research and operational grants
- fees for events
- fees charged from customers
- business sponsorship
- donations
- bank credit
- Internet tools (advertising banners on SPC websites).

In principle, there are five main ways to obtain financing, which should be used by all SPCs and these are: European funds, membership fees, event fees, Internet tools and R+D.

Acquiring funds from the EU is a good way to finance the activities of the SPC. However, they do not generate revenues. The reimburse most of the costs incurred during project implementation. Financing can cover all budget items included in the application that are compatible with the programme. SPC should implement European projects as regular partners, and in the budget should include such items that will allow the development of SPC and implementation of its statutory objectives.

SPCs that are member associations can, of course, charge membership fees. These fees vary from country to country. This form of obtaining financing may constitute a significant part of the annual budget of a given SPC and may have a significant impact on its functioning. SPC in Finland is not an independent organization and it is not possible to collect membership fees and therefore it deprives itself of the possibility of additional financing.

A good source of financing is also fees charged for the organization of events, such as national conferences. For participating in such an event, you will often have to pay a fee of about 300 - 400

⁷³ Report on embedded networking actions by SPCs to promote SSS and intermodality, Deliverable 5.3 – PROPS Project 2011.

EUR, or much more. The fee depends on the rank of the meeting and the attractiveness of the given subject.

An additional source of obtaining finance can also be the use of online tools, such as banner ads. Private entities can advertise their businesses on the SPC website by placing their logo and link in the advertising banner. The rates for this service are also different in this case. They depend on the position on the site, on the interest of the SPC in the audience, etc.

The fifth way is research and development work and the publishing publications, studies and expert opinions for government administration or for the needs of private entities. Income from such activities varies depending on the complexity of the issue and may range from several to over tens thousands euros. Therefore, the creation of commercial studies can significantly boost the SPC budget and eventually increase development opportunities.

4.2.1. SPC in Germany

The German SPC also seems to be model-like in this case. Uses many opportunities to raise additional funds. It takes membership fees, operates under PPP, conducts consultancy and advisory activities, creates expert opinions and organizes events. Altogether, it acquires approx. EUR 500,000 a year.

Additional sources of financing in this case can be found in an incomplete membership network. Currently, 11 out of 16 federal German lands are members in the network. Therefore, drawing the remaining five lands into the network will bring an additional EUR 75 thousand per year, taking into account that the federal governments pay a membership fee of EUR 15 thousand per year.

4.2.2. SPC in Sweden

Swedish SPC can count on an annual budget of 300,000 EUR. It is generated from membership fees collected from 104 members of the association. It is a sufficient budget for running the SPC business, but it can be additionally increased. The Swedish SPC aims partly to develop a model similar to German. It generates additional revenues from consulting and advisory activities and sees the future in these actions of the Swedish center.

To Swedish center the search for additional sources of financing in online tools and in the greater involvement of public funds actions may be suggested.

4.2.3. SPC in Finland

Finnish SPC, as already mentioned, acquires funding only for the implementation of European projects. Thanks to the fact that the Finnish SPC operates in the structures of the University of Turku, it has guaranteed continuity in financing. The University credits the activities of the SPC and receives a return on European funds later. In the situation of this SPC it is difficult to talk about acquiring additional sources of financing. This center is completely dependent on the university, which has the SPC budget and it actually sets the amount of funds that it will spend on its maintenance. Therefore, any form of additional financing would not have been invented and it will not be directly attributed to the SPC. The University is an institution that will absorb any amount of funds due to its huge needs. SPC acquiring new sources of financing will not support its activity and all funds constituting the surplus of current demand will be redirected to the university. This implies the need to separate from university structures and create an independent organization to be able to consider additional sources

of funding. At that time, the Finnish SPC for funding should use the five main sources indicated at the beginning of this subsection.

4.2.4. SPC in Lithuania

In the case of Lithuanian funds, SPC is also an exceptional case among the promotion centers considered. It is completely dependent on the Maritime Port Authority in Klaipeda, which has the SPC budget. However, the Lithuanian SPC is part of the Marketing Department, which is also and mainly responsible for the image of the port and the development of its marketing plans. As a result, the work of this SPC is very important for the operation of the port, so the SPC has no problems with financial liquidity. However, due to the fact that the Lithuanian SPC operates in the structures of the Port of Maritime Authority in Klaipeda, it has limited possibilities of obtaining additional financing.

This does not exclude the possibility of participating in European projects. Last year, i.e. in 2017, SPC in Lithuania took part in three projects. One of them was the flagship project financed from the INTERREG Baltic Sea Region - Green Cruise Project. This is a project for passenger shipping. Therefore, the SPC may obtain additional financing from the European Union and thanks to these funds it may cover personnel costs and current administrative needs.

As far as public-private partnership is concerned, sometimes this form of financing is used. When organizing a conference or other large event, then often the organization costs are divided into private and public entities involved in the implementation of such a venture. It can then be said that PPP mechanisms are used.

Due to the fact that it is not recommended to change the organizational structure of the Lithuanian SPC, the possibility of obtaining funds from membership fees, donations, subsidies and other sources available for the association is excluded in this case. The Lithuanian SPC has financial liquidity based on current sources of income and can only support its activities by participating in European projects, carrying out paid scientific research or offering paid consultancy and consulting services, as in the case of the German SPC.

4.2.5. SPC in Poland

The Polish SPC is mainly maintained by membership fees. They range from 500 PLN to 5000 PLN, depending on the type of member. The membership network consists of 29 paying agents and 14 affiliated entities that do not pay premiums.

In addition to membership fees, revenue is generated by organizing events and collecting registration fees. As mentioned earlier, the Polish SPC is the main organizer of the Herring conference on short sea shipping. The registration fee for this conference is 418.20 PLN. It is a well-recognized conference in the industry therefore it brings some income.

In addition, the SPC also uses European funds by participating in European projects, such as ShipToNorway, concerning the transport of cargo by sea between Poland and Norway.

The Polish SPC should also support itself by making online tools, such as banner ads on the website. However, in order for such a source to bring additional income, the Polish center must be well recognized in the transport environment and the content of its website must be updated and attractive to the potential stakeholder. The more interest you raise, the higher fees you will be able to impose for placing the advertisement of a given company in the advertising banner. To increase the number of people browsing the website and improve the statistics, you can use tools such as Google

AdWords. This might give the opportunity to appear in the search results under selected phrases. Thanks to many options, you can have full control over the phrases under which SPC will appear. Users can be led to the best and most relevant subpages, i.e. specific websites with advertising banners, thus increasing the attractiveness of the website.

The Polish SPC as an association has also great opportunities in the implementation of commercial scientific and research works and expert opinions. It can successfully take part in tenders, including these organized by the Ministry of Maritime Economy and Inland Navigation, and in this way can obtain additional funds.

In addition, the Polish SPC could make efforts to create a PPP and establish close cooperation with the government administration - with such authorities as the Office of Inland Navigation, the State Water Farm of Polish Waters or the Ministry of Maritime Economy and Inland Navigation. This solution would certainly increase the possibilities of obtaining financing for SPC activities.

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4.3. Development of membership network

Membership is crucial to the objectives of the SPC. The members' network composition largely determines what they can achieve. SPCs define membership parameters to indicate who is included and excluded, and why. The organization's strategy, together with the historical, cultural and political context, helps shape the SPC approach to the criteria and categories of membership. The SPC must represent a significant number of public organizations and must serve its priority interests.

Organizations join the network of SPC members if they are convinced that it is beneficial to them and brings significant value to their work. They want to know that membership is well thought through to ensure that their own SPC aspirations and goals are complementary. Therefore, it is important that the SPC establishes and communicates its membership criteria to inform potential members who can benefit from joining SPC membership network.

Membership criteria also create a filter and ensure selection of appropriate members, thus extending a measure of quality control and guaranteeing credibility of the organisation. In addition, having clear membership criteria provides members with common interests and concerns that national associations are trying to answer. The membership criteria will vary from association to association depending on the purpose and programs of the national association.

Membership criteria are often divided into two types: those that accept a wide range of organizations as members, if members support the values and mission of the organization, and those that require proof of organizational adjustment to the role of a member.

Even though membership criteria vary from organization to organization, they often include the following common requirements:

- proof of financial stability, good management and annual reporting,
- readiness to pay membership fees,
- consent to comply with the regulations or declared values,
- declaration of readiness to be involved in the work of the organization.

Most organizations offer different types of membership and differentiated fees to provide members with greater accessibility. Types of membership can depend on different levels of involvement and can include full members, network members, affiliates and experts. Others, such as donors or government officials, may belong to the observer category. Involvement in an association may also be possible on the basis of a project at a specific time and purpose. While national associations may offer a choice of types of membership, basically only members of the organization have a share in management.

The membership network development strategy defines who SPC wants to attract as a member and presents different ways to attract and maintain it. The membership development strategy can be helpful in deciding which subsectors want to attract and how to effectively invest your recruitment forces strategically.

There are many ways to recruit and retain new members. Some of them are listed below:

- offering members the opportunity to use SPC tools, materials, participation in seminars, workshops or annual meetings,
- offering opportunities to share experiences - influencing SPC decisions and expanding leadership,
- publicly, e.g. during a conference to show appreciation for the work of a given member,
- providing members with opportunities to meet, exchange experiences and make use of networking opportunities, including face-to-face meetings and online meetings,
- invitation to participate in research and development,
- offering support opportunities when acquiring the financing for activity of a given member,
- certificate of membership that increases the credibility and prestige of an organization,
- possibilities of establishing contacts with other organizations and partners from the business sector and the government sector,
- opportunities to participate in lobbying and marketing campaigns, thereby promoting a private or public entity represented by a given SPC member,
- access to information and research documents (policy, databases and other resources),
- ability to promote a given member by posting information on the SPC website,
- frequent consultations with members to better identify and respond to their needs and priorities.

There are different strategies for creating a network of members. However, the basic mechanism for attracting and retaining members is that the SPC responds to the needs and interests of its member network and the entire transport sector. Satisfied and dissatisfied members testify whether to join the national association or not. Satisfied members have a huge impact on attracting potential new members. Similarly, members who feel that they do not receive value for an investment of time and money spread negative news about the organization. Therefore, SPC must ensure that all members value membership in the organization.

Creating innovative ways of attracting and retaining members is a constant challenge faced by member organizations such as SPC. Prospective members must be sufficiently aware of the many

benefits to be motivated to join the network of members. After becoming a member, they must be convinced of the current benefits to remain active and renew their membership. It is therefore important to develop effective strategies to attract and retain interested members.

Each SPC associating members should provide their members with unique services. Some may focus on services that help the sector to operate more efficiently, such as operational services, while others focus on building capacity in the sector, such as research and training services. Some organizations prioritize the exchange of resources and experiences, while others focus on networking by organizing industry events. Most national associations provide members with the opportunity to participate in campaigns and joint activities. Regardless of the services offered, SPC should:

- regularly communicate with members and update their needs and requirements, while adjusting the services offered by SPC,
- actively respond to members' opinions on SPC activities,
- ensure a consistent high quality of services to maintain credibility,
- regularly promote SPCs services through various means of information distribution, especially through websites, Facebook or twitter, so that members are up to date,
- clearly communicate SPCs abilities and expectations towards members.

SPCs must find ways to manage the expectations of their members. Members will assess whether SPC data meets their needs, specifying the extent to which services are provided and how their views are represented. It is necessary to explain exactly what members can expect from the SPC.

SPC should encourage potential members to join the network of members who are already associated to remain in network through access to tools and services related and to those short sea shipping and intermodal transport, referred to in point 5 of this plan - *Tools and services effectively supporting short sea shipping and inland water transport*. Members should also be provided with training opportunities in this area.

According to the analysis of surveys provided by individual SPCs within the EMMA project, membership in individual SPCs varies in number and type. SPC in Finland has no members - the closest stakeholders are the Finnish Shipowners' Association, the Finnish Port Association and governmental organizations related to shipping; SPC in Lithuania also has no members. The Swedish Maritime Forum has 104 members from the public and private sectors. The number of SPC members in Sweden is constant - about 4-5 old members leave annually, where the same number of new members comes. The members of SPC in Germany are BMVI, 11 federal states, 6 trade associations as well as 45 companies from shipping, port, logistics as well as freight forwarders - there are no significant changes in the number of members. SPC members in Poland are divided into ordinary and supporting members - currently organisation has 29 ordinary members and 14 supporting members.

4.3.1. SPC in Germany

Due to the fact that SPC in Germany operates within the framework of a public-private partnership, it brings together many members from both the private and public sectors. This shows the benefits of creating such a partnership. It also has an impact on the size of the members' network and their type.



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The development of the network of SPC members in Germany seems to be adequate. It brings together members specializing in various fields from the maritime transport sector and intermodal transport.

The reason is that the scope of activities and capabilities of this SPC are wide-ranging and advanced.

SPC in Germany adapts its services to the individual requirements of the member. This indicates that membership interlinkages in this SPC are well-developed. Members paying membership fee expect fulfilment of their requirements and expectations. SPC in Germany, approaches professionally its members, therefore provides positive publicity among potential members and partners. Creating a positive image by providing services of consistently high quality is the best way to promote and is undoubtedly the domain of this SPC.

According to the SPC in Germany, the development of the membership network is satisfactory. This testifies to an effective and well thought-out strategy for the development of the members' network and a well-functioning SPC. This center is conducting a continuous campaign aimed at acquiring new members. On the website there is a brochure *A network of opportunities - Your advantage as a member*. The example of the German SPC also seems to be model in terms of membership. The awareness of the benefits of intermodal transport is clearly evident in Germany.

The diagram below shows the participation of federal states in the network of members of the German SPC. The countries that are members of the network are marked with a darker colour. It would certainly be beneficial if the other federal states also joined the network and actively engaged in activities for the development of short sea shipping and intermodal transport.

However, the website is missing a contact list and promotional information about other members from the private sector. As part of the membership fee, they should be able to advertise their services on a separate subpage of the SPC portal. All actions in this area, as mentioned earlier, are model and should be transferred to the remaining SPC covered by this analysis. An additional module with an interactive map showing the location and type of individual members could be added to the website. By clicking on the name of a given entity, there would be a short information with a redirection to the website of that entity. Such a tool would be well received and beneficial for members and would show the scale of engagement depending on the region of the country.

In order to effectively acquire members and maintain existing ones, one should follow the guidelines described at the beginning of subsection 4.3.

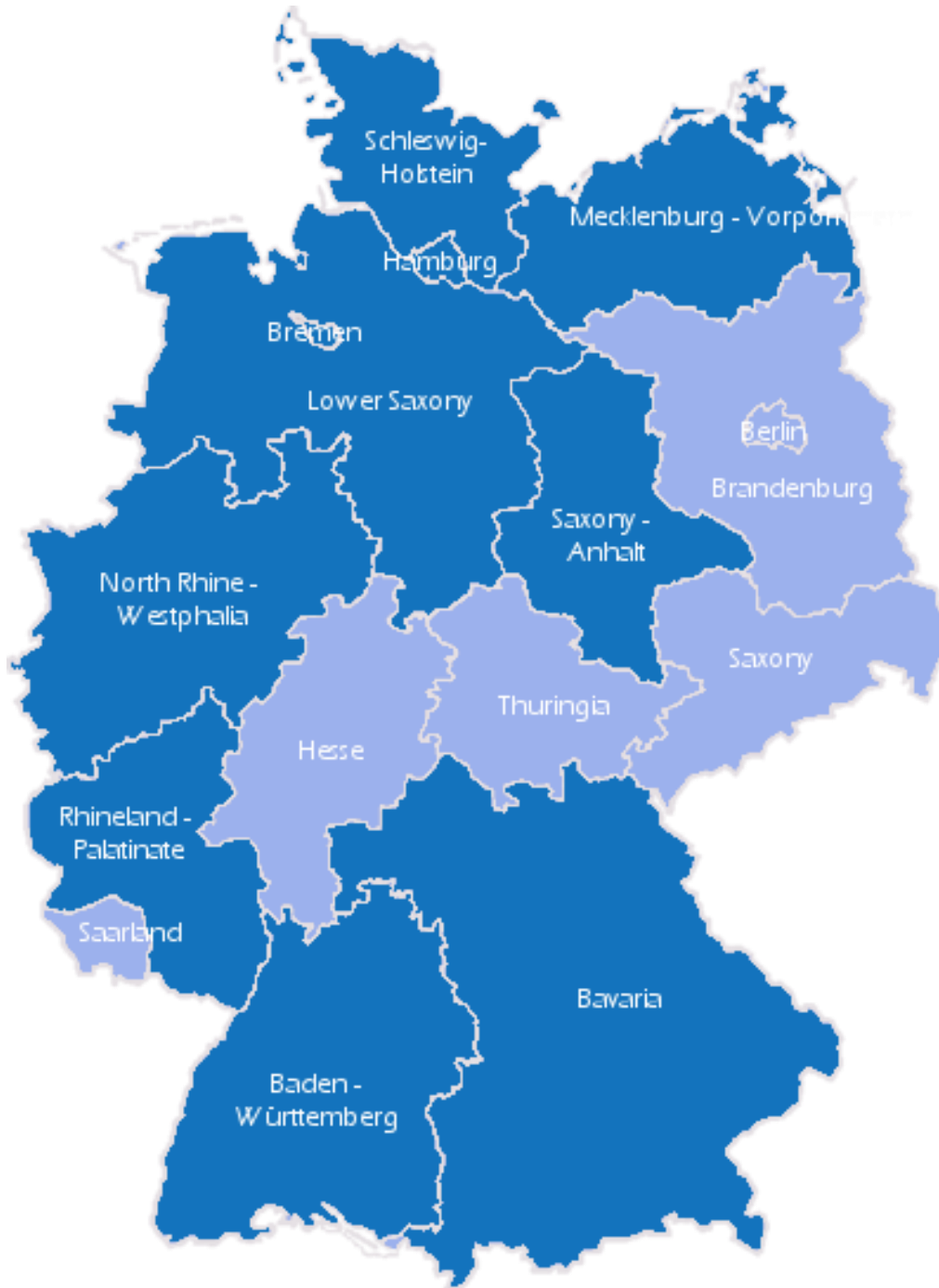


Figure 4. Map of German federal states being members of the German SPC network

Source: K2 Solutions Foundation

4.3.2. SPC in Sweden

SPC in Sweden has currently 104 members. The network is characterized by a fixed number of members and notes only slight fluctuations. When 4-5 old members leave in their place comes the same number of new ones.

The member network includes companies, organizations, associations, educational institutions, authorities and foundations, shipping companies, port companies, product owners, rating companies, banks, insurance companies, brokers, trade unions, consulting companies, transport companies



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and various types of cultural institutions. and industry organizations. Membership in the Maritime Forum

is a way to support joint development work of the maritime industry and efforts to increase the share of shipping and use of waterways⁷⁴. Membership in the association, in accordance with the statute, can be granted to people as well as associations and other legal persons. The application for inclusion in the association is submitted to the council, which decides on the appointment of members. The centre strives for the widest possible network of members⁷⁵.

The table below lists the current SPC members in Sweden, while the following illustration shows the location of individual members on the map of Sweden.

⁷⁴ Maritime Forum webpage - https://maritimeforum.se/om-oss/medlemmar_/, access on 15.04.2018.

⁷⁵ STADGAR FÖR Sjöfartsforum, Senast reviderade på ordinarie föreningsmöte i Gothenborg 19.03.2013.

Table 1. Members of SPC Sweden – Maritime Forum

1.Ahlmark Lines AB	54.Energigas Sverige
2.Atlantic Container Line Sweden AB	55.Föreningen Svensk Sjöfart
3. Avatar Logistics AB	56.Föreningen Sveriges Varv
4.Concordia Maritime AB	57.Katarina Sjöfartsklubb/Stift. Sthlm Sjöfartshotell Kungliga Örlogsmannasällskapet
5. Charterfrakt Baltic Carrier AB	58.Riksföreningen Gästhamnar Sverige
6. Destination Gotland Erik Thun AB	59.SEKO
7.Eurofeeder Shipping AB	60.SEKO sjöfolk
8. Greencarrier Liner Agency Sweden AB	61.Sjöräddningssällskapet
9.Maersk Sverige AB	62.Skogsindustrierna
10.Northern Offshore Services AB	63.Skärgårdsredarna
11.Rederi AB Eckerö	64.Stockholms Handelskammare
12.Rederi AB Gotland	65.Svenskt Marintekniskt Forum, SMTF
13.Rederi Vega AB	66.Sveriges Hamnar
14.Sirius Shipping AB	67.Sveriges Skeppsmäklareförening
15.Stena AB	68.Swedish Pelagic Federation
16.Stena Oil AB	69.Vänersamarbetet
17.Strömma Turism & Sjöfart AB	70.Västra Götalandsregionen
18.Styrsöbolaget Svenska Orient Linien AB	71.Ålands Landskapsregering
19.Tarbit Shipping AB	72.Fairwater Marine AB
20.Team Lines Sverige AB	73.Nordea Shipping Offshore & Oil Svenska Skeppshypotek
21.Thor Shipping och Transport AB	74.Lantmännen Ekonomisk förening/Lantmännen Lantbruk
22.Trafikverket Färjerederiet Unifeeder Sweden AB	75.Preem AB
23.Wallenius Marine AB	76.Volvo Group Headquarters
24.Wallenius Wilhelmsen Logistics Waxholmsbolaget/ Trafikkontoret, Stockholms läns Landsting	77.Advokatfirman Lindahl
25.Viking Line Skandinavien AB	78.Bureau Veritas
26.Kopenhagen Malmö Port AB	79.China Classification Society P.R. China Filial, Sweden
27.YILPORT Gävle Container Terminal AB	80.DNV GL Sweden AB
28.Gävle Hamn AB	81.Fuelsolutions Sweden AB
29.Göteborgs Hamn AB	82.Hogia Ferry Systems

30.HallandsHamnar AB	83.Lloyd's Register EMEA
31.Hargs Hamn AB	84.Sjöblick AB
32.Karlshamns Hamn AB	85.Stockholms Reparationsvarv AB
33.Karlskrona Hamn	86.Swedish Club
34.Kvarkenhamnar AB	87.Topoil AB
35.Landskrona Hamn AB	88.TTS Marine AB
36.Logent Ports & Terminals AB	89.WSP Sverige AB, Analys & Strategi
37.Luleå Hamn AB	90.Wärtsilä Sweden AB, Services
38.Mälarmhamn AB	91.Hagnilsk AB
39.Norrköpings Hamn AB	92.Bertil Arvidsson Consulting AB Green Consulting Group
40.Oxelösunds Hamn AB	93.Jesjo Konsult
41.Stockholms Hamnar	94.Juridisk Byrå Sten Göthberg Sjökonsult
42.Sundsvalls Hamn AB	95.Next Part
43.Södertälje Hamn AB	96. Poseidon Konsult AB
44.Trelleborgs Hamn AB	97.Rydbergh Marine Benchmark AB
45.Wallhamn AB	98.Södahl & Partners
46.Vänerhamn AB	99.Vattenbussen AB
47.Ystad Hamn Logistik AB	100.Zeber AB
48. Chalmers Tekniska Högskola, Mekanik och maritima vetenskaper	101.Svenska Mässan
49.Kungliga Tekniska Högskolan, Marina System Lighthouse	102.Söderköpings Brunn AB
50.Linnéuniversitetet/Sjöfartshögskolan	103.Ann Olofsson
51.SSPA Sweden AB	104.Anders Permin
52.World Maritime University	
53.Arbeitsförmedlingen Sjöfart	

Source: Maritimt Forums medlemmar 2017 - en intresseförening för det nationella maritima klustret med drygt 100 medlemmar, Maritime Forum, Sweden 2017.

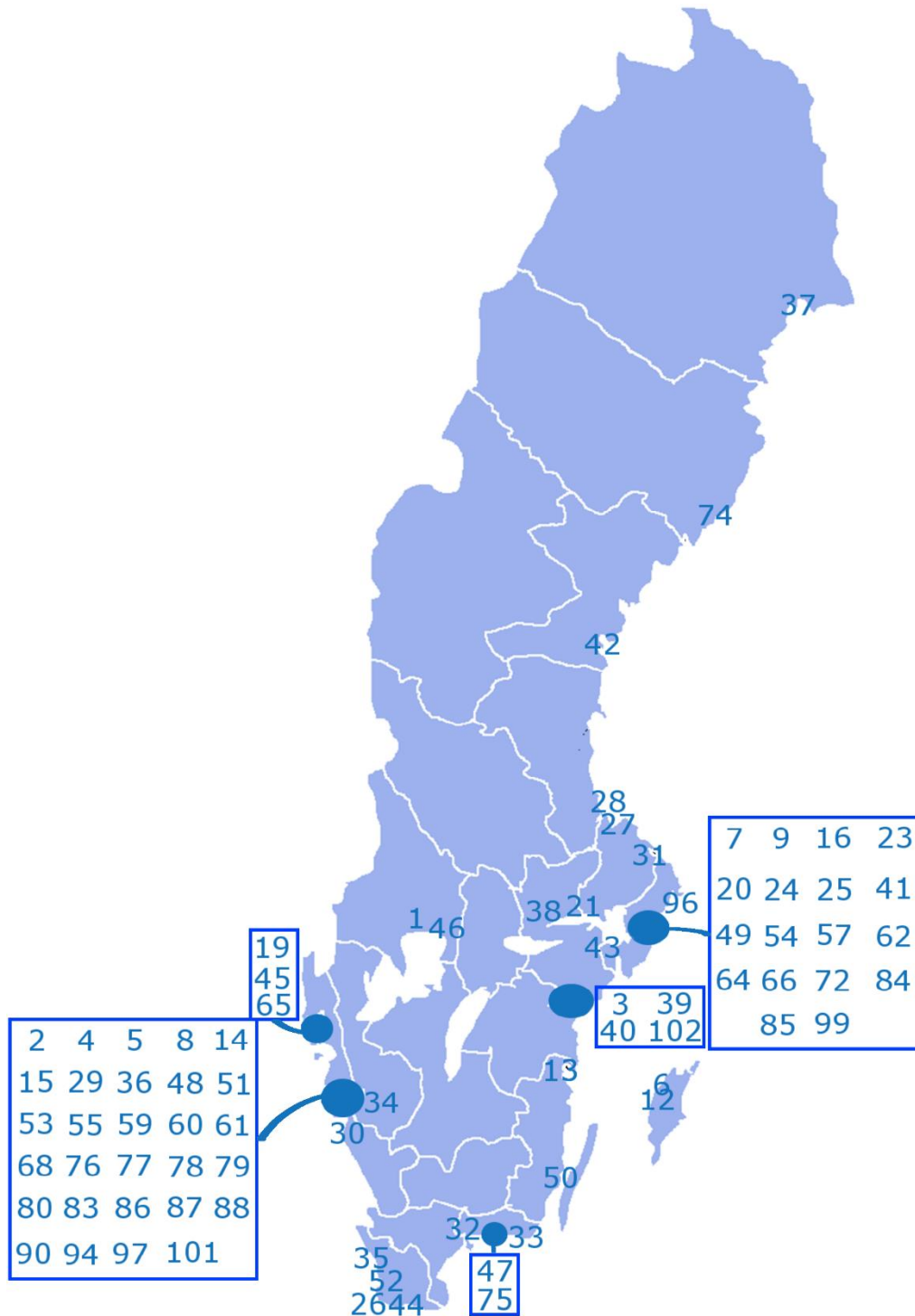


Figure 5. Location of Swedish SPC members

Source: K2 Solutions Foundation based on Maritimt Forums medlemmar 2017 - en intresseförening för det nationella maritima klustret med drygt 100 medlemmar, Maritime Forum, Sweden 2017.

Figure 4 indicates that the vast majority of members of this SPC is located in the Gothenburg and Stockholm coastal regions.

Membership issues in Swedish centre are also approached in a serious and professional manner. On the website you can find information and descriptions of new members who joined the network in a given year. You can also download a document listing all SPC members.

The Maritime Forum is working on the development of the maritime industry and supports its members. It is done by creating a dialogue with politicians and decision-makers both in the industry and beyond. This cooperation provides politicians, governments and trade media with more knowledge about maritime activities. Communication is also facilitated by organizing events in which people from the maritime industry can meet⁷⁶.

The above information clearly shows that the network of Swedish SPC members is very well developed. The size of the network is constant, with small annual fluctuations. Recruitment for members of this SPC is still ongoing and entities that want to join this network can send the contact form on the website and then they will receive all necessary information.

As in the case of SPC in Germany, an additional module with an interactive map showing the location and type of individual members could be added to the website. By clicking on the name of a given organisation or company, there would be a short information with a redirection to the website of that organisation. Such a tool would be well received and beneficial for members and would show the scale of involvement depending on the region of the country.

In order to effectively acquire members and maintain existing ones, one should follow the guidelines described at the beginning of subsection 4.3.

4.3.3. SPC in Finland

In subsection 4.1. organisational form this SPC is described. Since Finnish SPC operates within the structures of the University of Turku and the Brahea Center, it is hard to talk about creating a network of members. At present, SPC can only establish cooperation with various public and private entities, but without any obligations and without any declarations. So in order to think about creating a network of members, first you would have to go through the process indicated in point 4.1. Then, further steps should be taken in accordance with the guidelines described at the beginning of sub-chapters 4.3. and at the same time taking over good practices from SPC in Germany and SPC in Sweden.

4.3.4. SPC in Lithuania

Lithuanian SPC, like the Finnish SPC, is not an independent organization and operates in the structures of the Maritime Port Authority in the Klaipeda Marketing Department. Due to the fact that the current form of activity of this SPC, as described in point 4.1., is effective and in this case it is not recommended to change the organizational structures of this center, it is also not possible to talk about creating a network of members. The current ways of cooperation with public and private entities should be followed and offer permanent high quality services.

4.3.5. SPC in Poland

The network of SPC members in Poland currently consists of 29 regular members and 14 supporting members. An ordinary member of the Association can become a person with full legal capacity and not deprived of public rights who accepts statutory aims of the Association. A supporting member

⁷⁶ Maritime Forum webpage - <https://maritimeforum.se/om-oss/bli-medlem/>, access on 15.04.2018.

can be a person or legal person interested in the activities of the Association, which declared material help.

The network of SPC members in Poland in comparison with SPC in Germany and Sweden is somewhat limited. The list of supporting members is uploaded on the website, but there is no list of regular members. Such information should also be posted on the website to provide members with additional promotion and increase their benefits of being a member.

SPC in Poland does not adapt its services to the individual requirements of a given member. This center could include good practices from SPC in Germany in this area and offer membership services according to the individual needs of a member. This would strengthen the relationship and increase the credibility of this SPC.

On the website it is worth placing a subpage on the possibilities of joining the members' network together with a description of the benefits that come with it. It would certainly have a positive impact on the number of membership networks and would improve the visibility of this center.

As an association, SPC in Poland could join public-private partnership by bringing together members from public administration and private sector entities. The benefits of this form of cooperation are described in Section 4.1. regarding organizational structures.

As in the case of SPC in Germany and SPC in Sweden, an additional module with an interactive map showing the location and type of individual members could be added to the website. By clicking on the name of a given organisation, there would be a short information with a redirection to the website of that organisation. Such a tool would be well received and beneficial for members and would show the scale of involvement depending on the region of the country.

In addition, it would be worth creating an information brochure for potential members that could be distributed during conferences, seminars and other events gathering many representatives of the maritime transport sector and intermodal transport.

In order to attract new members, Polish SPC should include on its website modules that provide access to tools that support development of short sea transport and intermodal transport such as RIS⁷⁷ or Spanish transport simulator, referred to in section 4.5. of this study. This would increase the attractiveness of this SPC, interest in its functioning and the possibility of promoting and achieving the objectives.

In order to effectively obtain members and maintain existing ones, one should follow the guidelines described at the beginning of subsection 4.3.

⁷⁷ RIS – River Information System

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4.4. Development of activity areas and tasks

First of all, SPC members should be considered as clients. Therefore, services offered by SPC should e.g. save time and money of the clients. By adopting this point of view, SPC can develop services in an innovative way. Considering that the benefits depend on the users, practical services must be divided into different clients. SPCs must proactively learn the needs of their clients. Customers usually do not know what their needs are, but SPCs can learn them and, in addition, design their service packages to create measurable value for customers. SPCs should define their services as packages presented and sold to customers or to attract sponsors. SPC must define whom provides services in an objective and neutral manner⁷⁸.

The SPC should implement new media techniques and technology, referred to in the next point of the plan for the development of short sea-shipping promotion centers regarding tools and services. Their implementation and daily use will increase the speed of promotional services, reduce routine work and improve overall quality. It is recommended that the offer of SPC includes at least three service packages, such as⁷⁹:

- package for users and potential users;
- package for transport service providers;
- package for associations.

According to the characteristics of a local SPC markets, these packages can be defined and sold on the Internet. The SPC Council should decide on the pricing policy. The pricing policy will also depend on the size of the domestic market or on the scope of the SPC on this market⁸⁰.

SPC members can sign up for these packages, and their membership fees may vary depending on the package provided. For potential users, the package can be offered for a trial period of one month⁸¹.

Short sea shipping promotion and inland waterway promotion centers should support and engage in such European projects as MONALISA, emphasizing their participation, preferably as regular partners.

MONALISA aims to make a concrete contribution to efficient, safe and environmentally friendly maritime transport. This is done through the development, demonstration and dissemination

⁷⁸ Report on embedded networking actions by SPCs to promote SSS and intermodality, Deliverable 5.3 – PROPS Project 2011.

⁷⁹ Ibidem

⁸⁰ Ibidem

⁸¹ Ibidem

of innovative e-navigation services for the maritime industry, which can lay the foundations for future international implementations⁸².

One of the activities of this project was to develop a functional demonstration system, which ultimate goal is to expand the regional access to information on maritime transport on a global scale. Partners sought to identify solutions to support the sharing of the increased scope of marine information between maritime authorities. The developed solutions use the latest technology and take into account the experience gained in such initiatives as HELCOM AIS and IALA-NET. The activity was conducted by the Danish Maritime Safety Administration (Business Leader), GateHouse, SAAB TransponderTech and the Swedish Maritime Administration⁸³.

The main objectives of the promotion centers is to support the development of short sea shipping. However, this type of transport cannot be treated only as competition for other modes of transport. In order for a coherent and efficient pan-European transport system to be created, all modes of transport must harmonize and complement each other. Therefore, SPCs should take measures to promote intermodal transport as well, not just short sea shipping.

4.4.1. SPC in Germany

In this case, SPC in Germany is also a model SPC. It runs promotional activities of all types of transport. IWT is a key issue in this center because it considers all types of transport in a multimodal context and recommends them in each individual case according to their strengths. Being another lobbying association that implements one type of transport would not meet the market requirements. Among the members of the SPC are: inland waterway companies, inland ports and the Federation of German inland ports. Therefore, the issue of IWT is very visible. The largest founder, the Federal Ministry of Transport and Digital Infrastructure, also supports focusing on IWT.

4.4.2. SPC in Sweden

There is no distinction between SSS and IWT in the SPC's consciousness. Both types of transport are very similar, together they form part of the entire transport system and cannot be considered separately. IWT is an extension of SSS inland. While promoting SSS, SPC must simultaneously promote IWT. Therefore, the SPC should combine the tasks of the short sea shipping promotion center and inland navigation.

4.4.3. SPC in Finland

According to the opinion of the Finnish representative SPC in Finnish conditions, it is difficult to talk about the combination of the functions of the short sea shipping promotion center and inland navigation. Inland shipping in Finland is practically non-existent, especially for transporting cargo. The main means of transport is road transport. It is mainly caused by the location of major economic centers and their deployment in Finland. SPC in Finland does not carry out any activities strictly aimed at promoting inland navigation and is not planned.

⁸² Mona Lisa Project webpage - <http://www.sjofartsverket.se/en/MonaLisa/EU-project-for-the-Baltic-Sea/>, dostęp z dnia 16.04.2018

⁸³ Information brochure of Mona Lisa project

4.4.4. SPC in Lithuania

In the Lithuanian realities, it is impossible to combine the tasks of the short sea shipping promotion center and inland navigation. The promotion and development of SSS is handled by the Marketing Department of the Port of Maritime Authority in Klaipeda, while the development and promotion of IWT is handled by the State Enterprise Inland Waterways Authority (SEIWA). This office is designated as the manager of waterways in Lithuania and is responsible for maintaining them during the shipping period. In connection with the above, the Port of Maritime Authority in Klaipeda cannot compete with SEIWA. It is impossible to take over these tasks. However, this does not exclude cooperation that exists and the parties meet to discuss common goals, needs and plan. Therefore, it is not expected or planned to include inland waterway promotion tasks for the work of the SPC in Lithuania.

4.4.5. SPC in Poland

Similarly to Swedish, Polish SPC does not consider water transport, broken down by short sea shipping and inland navigation. Inland navigation is treated as an extension of SSS. In connection with this, by promoting SSS, it also promotes IWT. Currently, however, it does not carry out any activities related solely to the promotion of IWT.

In light of the development of inland waterway transport in Europe and the pressure of the EU to support the development of intermodal transport, all SPCs should follow the SPC in Germany. All activities applied to promote the development of short sea shipping should also be applied to promotion of inland waterway transport.

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4.5. Tools and services effectively supporting development of short sea shipping and inland water transport

In the section regarding good practices in the European SPCs, it was mentioned that IT tools and services are the best and most effective to support of short sea shipping and inland waterway transport. Technology develops exponentially and gives more and more opportunities. Many tools are created that are helpful in making decisions, indicate the best transport solutions for specific input parameters, and provide calculation results in transparent interactive multimedia platforms. These tools, combined with the developed Internet network, offer much greater opportunities to promote short sea shipping and inland waterway transport than a few years ago. An additional unquestionable advantage is the availability of information 24 hours a day. Therefore, along with traditional methods of promotion through conferences, seminars, leaflets, publications, etc., IT services and tools should be the most important methods of information distribution.

Inland waterway transport is still the least often used mode of transport for transporting cargo. This is due to the fact that this type of transport is characterized by greater uncertainty and traffic information on rivers, the current state of waterways and transport possibilities are much more difficult to access than in other transport modes and much less complete. In order for logistics operators

and freight forwarders to choose rivers for transporting cargo, besides technical matters, they must know what is waiting for them on the rivers and have constant access to information on changing water conditions. Thus, the task of centers promoting short sea shipping and inland water transport should be to disseminate information about such services and tools, and if necessary, help in reaching them and learning how to use them. The following part of the study presents some examples of such tools.

Transport simulator⁸⁴



The use of the supply chain simulator is certainly a helpful tool in the development of short sea shipping and inland water transport. This tool, as already mentioned in the section on good practices, is used by SPC in Spain. This simulator is created for the needs of the development of short sea shipping, but it can successfully be used for the needs of inland water transport.

The main purpose of the simulator is to inform Spanish and European carriers about the current offer of ro-ro marine services in Spanish ports. The simulation presents a comparison between various key parameters of the road transport chain on the one hand and the intermodal chain on the other hand, with the maritime transport branch, thus highlighting the competitive advantage of marine-inland water intermodality.

The tool is aimed at road transport companies and / or logistics operators, and when used, it can be seen how economically and sustainable for most international journeys is the sea-land alternative. Access to the simulator is free for everyone via the SPC website in Spain: www.shortsea.es (direct link: <http://simulator.shortsea.es/simulador.aspx>).

In order to provide current information to the offshore simulation services database, the SPC has signed a cooperation agreement with the Valencia port Foundation, thus enabling the use of the LinePort Foundation database, which compiles the SSS offer.

The maritime transport alternative considered by the simulator includes regular shipping lines using ro-ro / ro-pax vessels linking Spanish ports with European Union ports and non-EU countries with the coast bordering the seas surrounding Europe and an alternative offer for road transport.

The simulator calculates the following variables for each door-to-door route between the two points for the "road only" option and the various intermodal alternatives with the sea branch included:

- cost,
- time (hours),

⁸⁴ The SPC-Spain Transport Chain Simulator: A tool targeted at the road transport sector fostering the understanding and development of maritime intermodality, W: Fundacion Valencia Port newsletter, Valencia 2012.

- external costs,
- CO2 emissions.

These variables are provided for the entire door-to-door route, separating them for each mode of transport. To access the information collected by the simulator, users must fill in the mandatory fields of origin and destination of the goods. Other parameters of transport chains (load and speed of the vehicle, transport unit cost, tools, etc.) can be personalized by users who want to use their own data. If such data is not entered, the simulator uses predefined values displayed to users. The simulator also offers the possibility to choose additional options related to the type of cargo being transported, including dangerous or refrigerated goods.

The cost of maritime transport is calculated using the rates given by shipping lines or by default using the average cost calculated on the basis of maritime transport. In both cases, users are clearly informed that the rates used are only indicative and if they wish to have a precise cost, they should contact the shipping line using the contact details provided by the simulator.

The simulator also offers the ability to calculate the external costs associated with each transport chain, as well as calculating relevant CO2 emissions. The calculations use indicators provided by the European Environment Agency in the field of CO2 emissions and in the framework program on external costs.

The Community rules on driving and rest times are also taken into account when calculating the transport time. The transport times for the sea section are determined by shipping lines.

The simulator offers various options (can be combined) to select a maritime service for use in the intermodal chain:

- one or several maritime lines,
- high frequency sea lines (3 or more weekly services),
- "recommended" sea lines (those which intermodal chain has a lower cost than their alternative routes).

After entering this information into the chain simulator, it calculates and presents various alternative modes of transport and the results of their variables. First, "road-only" results are presented, followed by "intermodal routes". In order to visually compare the results obtained, users only need to activate the "show results on the map" option, displaying different alternatives graphically.

In addition, by activating the "Shipping Line and Maritime Services" option, user can obtain the necessary contact details to get information and additional service details, as well as to make a reservation.

The credibility of the data collected by the simulator and the ability to personalize such data, as well as the ease of its use, make this tool a very useful instrument for assessing transport alternatives. More importantly, it is a strong incentive for the development of SSS and is a great method of promotion that should be used by every SPC.

SHORTSEA Promotion centre SPAIN

Cadena de Transporte sólo por carretera /Only Road' transport Chain

Orig-Dest/From-To	Cost. (Eur)	Tiempo/Transit-Time (Hor)	Dist. (Km)	Cost.Ext/Ext.Cost (Eur)	Emis CO2 (Kg)
Alicante → Geneva	1,234	43.5	1,299	24,038	159,818

Cadena Tte Marítimo Corta Dist.(TMCD) /Short Sea Shipping(SSS) Chain

Orig-Dest/From-To	Cost. (Eur)	Tiempo/Transit-Time (Hor)	Dist. (Km)	Cost.Ext/Ext.Cost (Eur)	Emis CO2 (Kg)
Alicante → Barcelona	501	8.9	527	9,756	64,862
Barcelona → Génova	450	28.0	652	3,520	9,061
Génova → Geneva	381	6.6	381	7,051	46,880
Total: Alicante → Geneva	1,332	43.5	1,560	20,327	120,804

Puerto de Origen/Origin Port: **Puerto de Barcelona**
 Información sobre la Naviera y el Servicio Marítimo/Information about the shipping Co. and maritime service.
 Puerto de Destino/Destination Port: **Puerto de Génova**
 (El flete marítimo es orientativo. Para mayor precisión, consulte a la naviera)

Selecciona la línea marítima /Select a SSS line:
 Barcelona-Génova a través de GRANDI NAVI VELOCI(1332.106)

Deja tus comentarios y observaciones sobre la ruta elegida en la plataforma COMODALWEB 2.0
 Leave your comments and observations about the selected route at the COMODALWEB 2.0 platform

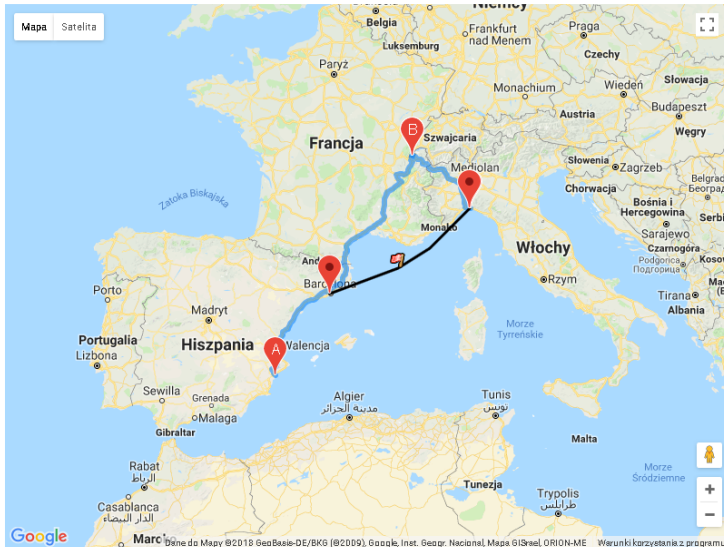


Figure 6. Result of calculations of the supply chain simulator of the Spanish short sea shipping promotion center

Source: Simulation of the day 13.04.2018 - <http://simulador.shortsea.es/Navegador.aspx>

River Information System



The Directive on "Harmonized River Information Services (RIS) on inland waterways in the Community", requires Member States to set up an information system on waterways based on the technical guidelines contained therein. The Directive is a pan-European framework for the harmonized implementation of the RIS concept and the compatibility and interoperability of existing and new RIS systems in Europe. The implementation of RIS will not only improve the safety and efficiency of inland waterway traffic, but it will also improve the overall transport impact on the environment.

On international waterways that connect to other waterways with a similar nautical class in accordance with Directive a system of harmonized river information services (RIS) should be introduced. This means the obligation to implement information services on tactical and strategic traffic information. This information is based on the use of modern information technologies for the proper management of shipping traffic, i.e. vessel traffic management, hydrotechnical construction management, traffic monitoring. It should be emphasized that investments in RIS services are willingly subsidized from the European Union funds.

The idea of implementing RIS services in Europe is to allow free movement for captains of inland waterways from different countries and speaking different languages in areas covered by RIS systems. All services are standardized in such a way that the message transmitted in the language

of the state is automatically translated into the language set in the application used by the vessel captain ship. There are four groups of basic RIS services:

- 1) Tracking and tracing VTT (Vehicle Track and Tracing) is a service that monitors traffic on waterways. With the help of modern technologies, ie. CCTV industrial cameras, river radars, automatic ship identification technology (AIS), the movement of each ship in the area covered by RIS is tracked in order to enable proper traffic management.
- 2) Communications for captains or navigators of NtS vessels (Notices to Skippers) is a service based on a unified messaging system from the RIS Center to captains or helmsmen of ships. The messages were divided according to the following criteria:
 - a) FTM (Fairway and Traffic Related Messages) - information on navigation traffic, navigational messages, information about navigational obstacles or other difficulties in traffic,
 - b) WRM (Water Level Related Messages) - information related to the hydrographic situation, i.e. water levels, transit depths or bridges. There are systems in which this information is generated automatically based on a network of sensors spaced along the waterway,
 - c) WARM (Weather Related Messages) - information related to the meteorological situation on the waterway, e.g. wind force and direction, water and air temperature, weather forecasts etc. As in the case of WRM, the systems automatically generate current information on the meteorological situation,
 - d) ICE (Ice Messages) - messages providing information related to ice phenomena.
- 3) Electronic reporting of vessels ERI (Electronic Reporting Information) consists in sending reports related to transport. The service mainly concerns ships carrying dangerous goods or passengers. Reports sent by ship captains provide basic information on the ship's characteristics, itinerary, cargo specifics, number of passengers on board, etc. This information is used by the RIS Center to properly manage ships with an increased risk and to have accurate information in emergency situations.
- 4) IENC electronic navigation charts (Inland Electronic Navigation Charts) that support navigation applications found on inland waterway vessels. Navigation maps provide information on navigational markings, wharfs, river mileage, bathymetry, etc.



Figure 7. Example of an electronic map (Szczecin Water Junction)

Source: RIS Centrum in Szczecin

What's more, RIS directive identifies some of the most important goals of RIS implementation:

- improving the safety and efficiency of inland waterway transport,
- improvement of the impact on the natural environment on inland waterways,
- promotion of inland waterway transport, tourism and water recreation,
- achieving a harmonized, open and interoperable access to information.

The obligation to implement RIS in the Member States applies to all inland waterways of class IV or higher, which are connected to the waterways of another Member State.

The introduction of the RIS system on all waterways is aimed at integrating and using information flowing from all sensors and devices installed on the watercraft and additionally obtaining information from the outside. Taking into account the obligations resulting from maritime regulations imposed on the ship's manager and the need to get acquainted with the current hydrometeorological situation and the location of a given water body before the trip, the RIS system will facilitate access to information and speed up the decision-making process.

RIS also aims to integrate the shipping community across Europe and increase competitiveness through clear information transfer between users from different countries. This will have a positive impact on the development of inland waterway transport and will open new foreign markets for services for carriers.

The system is to enable simple access to data related to the navigational, hydrological and meteorological situation, which will make it easier for the shipowner or captain to better prepare for the voyage. In addition, he will be able to keep track of the change in the situation on the waterway. Travel planning can be based on current atmospheric information and current water conditions (vertical clearances under bridges) and in the maximum variant with availability of parking spaces and cargo in ports. Thanks to the current exchange of information between the system supporting inland navigation and users of the waterway current position of ships on the river will be known as well as information on any restrictions that could adversely affect the quality of inland waterway transport.

Access to information related to the ship's traffic and the availability of reloading places will enable better cooperation between supply chain links, including shipowners, shippers and port managers.

fixbo.eu



Also worth mentioning is the short sea shipping platform fixbo.eu supported, among others, by the center for the promotion of short sea shipping in Germany. The platform fixbo.eu exists since the end of 2014 and offers an interactive portal with access to fix reports (fixbos) as well as indexes for the entire European short sea shipping traffic. Subscribers (dealers, brokers, shipowners) anonymously share market information to get better and more open trade.

The fixbo index has been developed specifically for European short sea shipping. The index is calculated on the basis of over 300 new reports a month and is updated every week.

Currently there is a database of approximately 50,000,000 tons of cargo spread over 11,500 fixbos⁸⁵. The database is intuitive. On the map you can choose routes between 50 European territories, and sizes and time slots can be filtered and statistically assessed by your own company.

The huge database now allows definitive conclusions regarding market development. This is confirmed by testing back to 2013. In 2017, the index of corrections was launched, which consists of an aggregated freight rate, which is updated weekly and monthly from the fixbos data. At the same time, the published volume of the load allows you to draw conclusions about the current market dynamics. Every Friday, the weekly "fixbo" newsletter is sent to all subscribers, and every Monday a weekly index with comments to the current index. The fixbo.eu portal is equally accessible to all participants in the European short distance traffic.

The more companies will use the fixbo and add their data, the larger the European coastal trade database will be - much higher than for information held by the separate organisations⁸⁶.

⁸⁵ Fixbos – a report sent by the subscriber to the portal database on fixbos.eu

Above are shown examples of three tools available on the market that can be used to effectively promote short sea shipping and inland water transport.

4.5.1. SPC in Germany

As mentioned earlier, the SPC in Germany posts on their website a link to the fixbo.eu website. However, it would also be worthwhile to develop their own or pan-european maritime transport simulator, similar to the Spanish simulator, which would be made available free of charge, unlike the fixbo, whose subscription is payable.

The main purpose of such a simulator would be to inform German and European carriers about the current offer of maritime services. Through simulation, a comparison of the various key parameters of the road transport chain on the one hand and the intermodal chain on the other with the maritime branch would be presented, thus highlighting the competitive advantage of marine-in-water intermodality. Such a tool is aimed at road transport companies and / or logistics operators, thanks to which they can see how economically and sustainable for most international journeys is the sea-land alternative.

4.5.2. SPC in Sweden

In SPC in Sweden there is a similar situation as in the other ones, except for SPC in Lithuania. Also, it mainly uses standard promotional methods, which of course are effective and work well, but it is worth to support them with modern IT tools. The recommendation is the same for these centers - increase the functionality of the website, expand it with an additional module with a transport simulator or other similar tool.

4.5.3. SPC in Finland⁸⁷

Finnish maritime operators have many IT systems, the most important being the PortNet traffic notification system, and the Gulf Coast GOFREP registration system.

PortNet is a nationwide port information system operated by the Finnish transport agency. The following information is provided to the PortNet system for all ship visits to Finnish ports: ship notification, cargo declaration, dangerous cargo declaration, summary declaration or information on release from the ship.

The main recipients are:

- ship brokers,
- customs authorities,
- ports,
- maritime authorities,
- coastguard,
- shipping companies and port operators.

GOFREP system

⁸⁶ SPC Germany website - <http://www.shortseashipping.de/de/branchennews/news-detail.php?id=14940&year=&suchstring=fixbo>, access on 13.04.2018

⁸⁷ SPC Finland webpage - <http://www.utu.fi/fi/yksikot/mkk/spc/lahimerenkulku/Sivut/Tietoj%C3%A4rjestelm%C3%A4t.aspx>, dostęp z dnia 16.04.2018

GOFREP in the Gulf of Finland is a mandatory ship reporting system in accordance with regulation V / 11 of the SOLAS convention. Traffic centers of TALLINN TRAFFIC, HELSINKI TRAFFIC and ST. PETERSBURG TRAFFIC monitors ship movements and provide advice and information on navigational hazards and weather conditions in the Gulf of Finland.

Increase in shipping rises the risk of maritime accidents. Each ship with a gross tonnage exceeding 300 tonnes is required to report its route and any dangerous cargo in advance and every port call. Vessels must send a full report when leaving the port located in the area or at the latest after entering the reporting area. Vessels are also encouraged to update their AIS data before arriving in the Gulf of Finland, as most of the registration data can be collected directly from AIS. Additional information can be obtained by other means such as e-mail, telephone, VHF radio or fax. The report will be forwarded to the responsible maritime transport center in Tallinn, Helsinki or St. Petersburg.

SPC in Finland supports the operation of such systems. However, the website only contains references and descriptions of these systems. Therefore, users interested in such a systems, by finding information on the SPC website in Finland, will use the link and leave the SPC portal. In fact, the goal will be achieved and the recipient will reach the sought information, but here the role of the SPC will end. If the functionality of such or similar system were to be included on the website, the recipient would contact the SPC for further information. Thanks to this, the interest in this centre and its recognition would increase. This would also affect the number of recipients cooperating with this center.

If as described in section 4.1. SPC in Finland would separate from the structures of the University of Turku, and created an independent organization and had the ability to create a network of members, then such a recipient could become a potential member of the center and it could bring him measurable and countable benefits.

The Finnish SPC does not use such tools on its own and is currently not planning to implement or design them. However, in the opinion of this SPC, raising awareness about the benefits of SSS and running promotional campaigns is still very important and necessary. This does not exclude the use of tools to promote SSS in the future, but at present they do not have sufficient knowledge and experience in this area. Therefore, cooperation with other SPCs should be undertaken, which is hindered by the fact that the Finnish SPC is not a member of ESN.

4.5.4. SPC in Lithuania⁸⁸

The Klaipeda port, realizing the importance of IT systems supports the work of carriers, logistics operators and maritime transport in general and already started to develop its own information system KIPIS - Freight and Goods Information System.

KIPIS is intended for sending and processing freight traffic information. The system is available to over 360 companies operating in the port and state enterprises.

The development of this system will be focused mainly on economic and social benefits, not financial ones. The KIPIS system will speed up the exchange of data and information between various participants of the logistics chains and will provide the conditions for increasing the competitive capacity of the port of Klaipeda. Port authorities will receive statistical information that they are

⁸⁸ Port of Klaipeda webpage - <http://www.portofklaipeda.lt/kipis-freight-and-goods-information-system/>, access on 16.04.2018

required to provide to the Statistical Office of the European Commission (EUROSTAT) in accordance with the European Council Directive 95/64 / EC on statistical returns in respect of the carriage of goods and passengers by sea. KIPIS also supports decision making with strategic port management.

The system benefits for port companies will include facilitating and accelerating the flow of goods through the port by exchanging electronic data. The system will allow to eliminate about 30 different paper documents between the shipping agencies, forwarding, customs offices and other state authorities controlling freight traffic. This documentation includes many permits for importing, exporting, handling and reloading of goods, handling transaction reports, quality certificates and so on. Shippers, agents and reloading companies will be able to submit and receive electronic documents via one access point to each other and to state authorities and institutions without wasting time.

KIPIS will enable both customs and other control authorities to obtain preliminary information and documents regarding risk assessment and operational, real-time and statistical information on cargo and goods in the port. The functions offered by the system make it easier to control port operations in a simpler way and provide better quality public services.

Using the system will ensure the principle of a "single window" in the seaport in Klaipeda. Entrepreneurs will be able to simultaneously provide all information and documents required in the procedures of import, export and transit of goods to all bodies involved in verification and inspection, while the state authorities responsible for verification and inspection will be able to manage risk in an integrated manner. Another innovation is that the customs office (instead of various permits issued for various types of transshipment operations) will inform about any restrictions, thereby streamlining and accelerating the process of freight transport through the port.

The main functions of the KIPIS system are:

- providing information required by customs authorities and other state authorities via an internet connection,
- exchange of data between system users to carry out procedures such as temporary storage of goods, import, export and transit, or any other customs formalities,
- electronic data exchange with transport companies to place and execute orders for transshipment operations.

Taking the above into consideration, it is stated that SPC in Lithuania, being part of the Port of Klaipeda, uses IT tools to support the development of maritime and intermodal transport. In order not to duplicate the functions of this SPC, it is not recommended to use additional IT tools. In order to support the development of European shipping, it would be a good practice to share the data obtained from the KIPIS system for other promotion centers in order to integrate their activities and contribute to the development of the entire ESN network.

According to the representative of the Lithuanian SPC, IT tools are an important method of SSS promotion and they should be introduced and used. Currently, they do not use any. In the past, attempts were made to use rail transport simulators, but it did not bring tangible results and the activity was terminated. Nevertheless, SPC in Lithuania would like to establish cooperation with other European SPCs that effectively use such a tool.

SPC in Lithuania reaches the larger part of the target group using the Internet. Therefore, the placement of a transport simulator supporting the development of SSS on the website would be very beneficial and would certainly increase the number of interested parties.

4.5.5. SPC in Poland

The SPC in Poland in order to promote short sea shipping uses now only the basic promotion methods detailed in chapter 3 on good practices in Table 1. To improve the operation of this SPC, and improve its image and perception in the industry and give direction in line with current trends aimed at computerization of processes, it would be worth adding an additional module to the website. It would be assigned to a specific promotion tool. There is no need to create a new system, as in the case of SPC in Lithuania - it is enough to implement existing ones with adaptation to the needs of the domestic market. In view of the fact that the European Union's transport policy places emphasis on the development of inland waterway transport and intermodal transport, it would also be worth adding the information and reference to the RIS system to the website, as described in section 4.5. a pan-European support system for inland water transport.

Implementing modern IT solutions in present times seems to be a necessary. These innovative tools will be an integral part of the basic promotion methods in the future. They significantly increase the credibility, professionalism and competitiveness of the organization that promotes the development of water transport. Therefore, it is necessary to consider the possibility of introducing such a system. This process would be easier if the SPC cooperated closely with the government administration, e.g. in the framework of public-private partnership. At that time, with the support of government bodies and greater financial possibilities, the implementation and adaptation of such a system in Poland would be realistic and beneficial.

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4.6. Development of marketing and promotional activities

The overall objective of the promotion plan is to stimulate the sustainable development of European freight transport by encouraging modal shift from land transport to water transport, facilitating short sea shipping integration into the door-to-door logistics chains and contributing to reduction of CO₂ emissions and other harmful gases such as NO_x SO_x particles, noise, traffic accidents, road congestion, etc. The specific objective is to conduct marketing activities to promote short sea shipping in the context of intermodality, in particular in connection with inland waterway transport.

Taking into account similar fixed objectives defined for all Short Sea Shipping Promotion Centers (SPC) analysed in this study, it can be assumed that the marketing activities for SPC in Germany, Sweden, Finland, Lithuania and Poland will be of similar character, both for the construction of marketing strategy and the marketing proposals contained in it. Marketing and promotional activities in SPC in each country should be based on three main activities:

- Identification of the target group

- Determining the ways to act
- Instruments of operation

Identification of the target group

Identification of the target group is the first element of any marketing strategy. If SPC intends to focus on supporting development of short sea shipping through, among other things, promotion, apart from defining characteristics of the target group, it should also determine its size.

The identification process of the SPC target group should be divided into four stages:

- stage 1 - defining the requirements, needs along with the characteristics of individual organisations, people of the target group that appear in a given SPC area of activity,
- stage 2 - considering differences and similarities that occur between individual organisations,
- stage 3 - separating segments of the maritime-port trading area,
- stage 4 - selection of segments to which the SPC offer will be directed.

If the SPC already operates in a given area, it means that it has chosen by now some target group to which it directs its activities. And here the advantage in the implementation of this step have centres that can show a long period of activity. This does not mean automatically that the identification was carried out correctly. Due to the dynamically changing conditions on the shipping market (creation of alliances, acquisitions, liquidations, and changes in the forms of operation), the identification process of the target group should be repeated and updated periodically. It is proposed that for the SPC the optimal deadline for carrying out the update will be four years.

Determining the ways to act

The ways of proceeding and their selection are the second element of marketing activities included in the marketing strategy. These methods result primarily from the directions of support specified in the SPC objectives.

Two types of procedures can be distinguished for SPC:

- defensive behaviour in relation to the identified target group,
- an offensive approach to the identified target group.

When the SPC decides to choose a defensive approach to the identified target group, it familiarizes itself with the preferences and needs of the individual organisations in order to satisfy them in activities of unchanged and existing character. An important feature of this method is to adapt the activity of a given SPC along with its offer to the existing needs and preferences of the target group. SPC should also recognize the ways in which entities pursuing similar goals should act to know how they should adapt their own behaviour. In this case, we are dealing with adapting the activities of a given SPC and its offer to the existing needs of the entities identified in the target group and their preferences. At the same time, SPC learns the ways of entities conducting similar and complementary activities to learn how to adapt their own activities. The point is that the SPC should make its stakeholders to perceive their services not inferior to those offered by other entities. In the literature, such activities are also referred to as the so-called defensive planning strategy.

On the other hand, when SPC decides on an offensive way of proceeding, it learns the needs of an identified target group and their preferences, to know how to create and shape their own new

services. Proposals of new services for SPC are presented in the previous points of this report. The SPC also learns the ways in which entities with similar objectives operate to know what to distinguish between their own actions and the behaviour of similar competing organizations. Offensive proceedings are characterized by SPC striving to stand out from similar entities in terms of its operations and reduce their competitive capabilities. In this case, we deal with this way of acting, so that the target group entities would think that our offer (service) is better than the offers of other organizations. This is called offensive planning strategy. Organizations with a competitive nature for the SPC may be for example: chambers of commerce, industrial and trade associations, development foundations, industrial clusters, development agencies.

Instruments of operation

Another element of marketing activities included in the SPC marketing strategy are activity instruments or otherwise referred to as action instruments. The SPC may choose the instruments of action from among all marketing instruments and should aim at selecting those that allow pursuing the expected goals most efficiently. Types of instruments should be related to marketing-mix.

The main fields of Marketing Mix widely known as 4P's are the following:



Figure 8. Marketing Strategy marketing-mix in SPC

Source: K2 Solutions Foundation

The creation of a marketing mix by a given SPC is implemented in conditions where there are many choices that the SPC has. The appearance of many choices is due to the multitude of marketing instruments and the multitude of forms that they can take. The marketing-mix structure is related to four marketing instruments: product, distribution, promotion and price. It should be emphasized that for SPC, the product includes specific services offered or a package of services. On the other hand, the

price includes the benefits achieved by SPC in both a quantifiable form and benefits that cannot be directly expressed numerically. Different combinations of the above-mentioned variables have a direct impact on the effectiveness of the SPC. The marketing mix instruments are very closely coordinated, which

is why changing any of the elements has consequences in adjusting the other elements. It is also not advisable to analyse separately one of the above elements of the marketing mix, because each of them is directly dependent on the others. When a marketing mix is defined, then specific programs are developed to achieve benefits, service package, distribution and promotion.

Promotion and creation of the SPC image

The creation of the SPC image is one of the most important elements of marketing-mix activities that belongs to the Promotion group.

The implementation of the SPC image goals will include undertaking the following activities:

- creating communication procedures aimed at the identified target group, as well as the business and institutional environment;
- creating a promotional program that takes into account the business potential of the area in which the SPC operates;
- clarifying the competency that distinguishes the organization, which is an important identification feature from the point of view of SPC service recipients;
- defining the scope of promotional projects, including advertising;
- defining the procedures and scope of visual communication related to the logo and SPC name exposition.

Image-related activities are primarily related to the proper display of identification features, which are equally important from the point of view of the entire organization's environment. Creating the SPC distinguishing competence should take into account:

- the specificity of the area on which the SPC operates, in the context of the conditions for the development of the shipping industry;
- adapting to the directions of development of short sea shipping;
- the most effective adaptation to the needs of SPC service stakeholders and the service in terms of the requirements related to these needs;
- the possibility of an effective occurrence of SPC services in the recipients' awareness;

Promotion and creation of the SPC image can take place through the SPC network in the Baltic Sea Region and should take into account the characteristics and potential of the Baltic Sea area where SPCs operate in particular countries. The implementation of the image-related goals requires:

1. Determining the role of each SPC in creating the image of the entire network.
2. Developing common procedures related to the service of the Baltic Sea region.
3. Creation of an action plan aimed at the possibility of participating in building the region's image - defining the scope of joint possible undertakings and standards of cooperation with the institutional environment.

Public Relations activities

Promotion is a set of actions and resources thanks to which the organization sends information describing the organization, services and scope of its activities to the market. In broad terms, the promotion is understood as the policy of the entity's communication with the market in the case of SPC with entities operating in shipping and seaports. It combines elements of services with marketing research, which aim to record information flowing from the market and provide feedback. The promotion is a process that connects to the achievement of specific SPC goals, using such a team of resources with diverse structure and functions, which has a direct impact on the presentation of its offer of services.

To large extent in marketing activities under the SPC should focus on building a strong SPC brand as well as its pro-social, pro-development and pro-ecological values (large-scale public relations activities based on the SPC media plan developed individually).

The main tools of the promotion will be BTL tools, i.e. (below-the-line), that is, promotional and advertising activities that do not use mass media.

As part of the SPC, we focus on:

- Company gadgets,
- banners at conferences, advertising leaflets.

In the case of ATL (above-the-line), ie advertising activities using mass-media, it is foreseen in the further perspective of the development of SPC. In this case, the centres should focus on:

- advertising on internet portals and social media (Facebook, Twitter, specific websites, etc.),
- press advertising (industry and sponsored texts)
- commercial.

In addition, it is desirable to participate in domestic and foreign fairs, scientific conferences and seminars, economic missions and interregional projects.

5. CONCLUSIONS AND RECOMMENDATIONS

Short Sea Shipping Promotion Centres SPC play an important role in boosting and stimulating activities aimed at the development of maritime transport and the entire maritime economy.

The diverse legal forms of the SPC in individual countries makes it difficult to undertake integrated activities within the European ESN network. In some countries, SPCs operate on the basis of their own legal personality, while in others SPC implement their activities in the structures of functioning entities, i.e. the management of ports, scientific departments, universities or state administration. Taking into account the experience of operating SPCs in Europe, organisations with an independent legal and administrative form and an uncomplicated decision-making process are more effective and efficient in their operations.

In order to fully use their potential all SPCs operating in the Baltic Sea Region should create their national strategies based on the six-point development plans presented in this report that give the development impulse and the basis for creating an integrated strategy for the entire ESN.

The prepared strategies may be based on common pillars such as: communication strategy, promotion strategy, strategy of cooperation with the environment (research and development zone, administration, business) and strategy of image and activities of Public Relation.

The lack of a definite unambiguous legal and organizational form of the SPC at the European level and the lack of arrangements at the international level regarding the same legal and organizational criteria that must be met by the entity conducting its activities under promotion of short sea shipping make it difficult to prepare a joint development strategy for all SPCs operating in the BSR

Taking into account the results of the work carried out, including the above analysis, it can be concluded that there is a great potential for the development of SPC in Europe. Analysis of the SPC activity shows many good practices in the SPC activities and here an example is SPC in Germany, whose legal and organizational form brings expected results and measurable results. SPC in Germany is an association operating under a public-private partnership. It is a form of SPC, which gives the greatest development opportunities. It associates many members, both from the public and private sectors, associates about 50 companies operating in the forwarding, port and logistics sectors. This structure allows it to reach the largest number of potential beneficiaries. Close cooperation with government administration facilitates influencing decision-makers, allows for faster information transfer and, without a doubt, increases the chances of positive action of government bodies.

On the surface, the activity of most SPCs may be perceived by the environment as being not very dynamic, even static. This deeper analysis shows that very often it is a very misleading picture. SPCs operating in the Baltic Sea Region can boast of activities that bring tangible results to the development of shipping and maritime economy. An example of this is the cooperation between SPC in Norway and SPC in Poland in the implementation of a joint initiative to launch a short sea shipping connection for general cargo between Poland and Norway.

The conducted analysis of the SPC services indicates that it is necessary to undertake activities that would aim to create a stimulus causing the SPC to enter growth phase again. Such an impulse could be the development and implementation of new services adapted to rapidly changing market conditions. New forms of services offered by SPC could be based on innovative ICT solutions in shipping and seaports. The tools offered could be helpful in making decisions, analysing logistic solutions and the results presented in transparent interactive multimedia platforms could meet the expectations of SPC stakeholders. These tools, combined with a developed Internet network, may offer much greater opportunities to promote short sea shipping and inland waterway transport than a few years ago. A good solution is also the proposal to include the SPC in activities related to the promotion of inland waterway transport. The SPC experience could be successfully used in the emerging offices for the promotion of inland waterway transport. Bearing in mind the adoption by Member States of the transport development strategies included in the White Paper, they predict an increase in the role of inland waterway transport in surface transport and transfer of cargo from land routes to waterways.

The lack of a long-term financial policy based on a fixed source of funding does not allow the SPC to take actions in the long run. Relying solely on funds received as part of the membership fees without clear financial support from the national or EU level may limit the development of each SPC. The analysis and assumptions of the second point of the SPC development plan confirm that only SPCs with high budgets can boast of activities that bring real benefits to shipping and maritime economy.

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9. ANNEXES

ANNEX 1

SUMMARY OF SPC SURVEYS DIVIDED INTO SECTIONS

Table 2. Section 1 - Institutional fundament/organisational structure in SPCs

	SPC Finland	SPC Lithuania	SPC Sweden	SPC Germany	SPC Poland
<p>What is the institutional fundament of your organization? Are you private, public or PPP?</p>	<ul style="list-style-type: none"> Part of the University of Turku, Brahea Centre, Centre for Maritime Studies, legal status of University of Turku is non-profit legal body 	<p>State enterprise.</p>	<p>The Swedish Maritime Forum, which is registered as a SPC, is privately funded at this time. The SPC is registered at the tax authority, but it is dormant since 2010 as it has no funding.</p>	<p>The SPC is a PPP organised as an association. Members are the Federal Ministry of Transport and Digital Infrastructure (BMVI), 11 federal states, trade associations of the transport and logistics industry and about 50 companies active in shipping, port business, logistics and shippers (cargo owner).</p>	<p>SPC Poland is acting as an association.</p>
<p>What is your relation to governmental organisations and public administrations?</p>	<p>no organisational links, co-operation on ad-hoc basis</p>	<p>In 1991 Klaipeda Port Authority was founded by the Decree of the Government of Lithuania. In 1992, Klaipeda Port was granted the status of the State Seaport. In 1996, Klaipeda State Seaport Act was adopted, whereby the port land, port waters, quays, hydrotechnical installations, shipping routes and channels, and other infrastructural facilities were declared the property of the state and not subject to privatization. These objects are controlled and developed by State enterprise Klaipeda State Seaport Authority. The main objectives of Klaipeda</p>	<p>The Swedish maritime Forum is totally independent.</p>	<p>Relationships exist both at the member level as well as consultancy level (participation in projects, consultation).</p>	<p>SPC Poland is neutral to the government organizations and public administration, closely cooperates with them but is not financed by them.</p>

	SPC Finland	SPC Lithuania	SPC Sweden	SPC Germany	SPC Poland
		State Seaport Authority are to increase Klaipeda port competitiveness, to assure the implementation of the state maritime policy, carry out efficient management, continuous and extensive development of the port.			
How does your organization work?		The main functions of Klaipeda State Seaport Authority, stated in the Law on Klaipeda State Seaport of the Republic of Lithuania (16 May 1996 No. I-1340)			SPC Poland does not have any employees. The Management Board works on the voluntary basis and does not receive any remuneration.
- What is your staff number?	no permanent staff, project based. At the Centre for Maritime Studies, myself I'm contact person for SPC.	250	We are 2 people employed at full time.	4 permanent employees + usually 2 interns a year	0
- Do you have separate departments?	no	yes	Yes, the SPC is dormant as it has no funding.	No, only a regional division and a functional specification of activities.	no
Do you have an organizational plan or a similar document you can provide?	no	http://www.portofklaipeda.lt/administration-2 http://www.portofklaipeda.lt/harbour-master	No.		The activity of the Association is based on the Statute.

Source: Own elaboration based on EMMA Project questionnaires

Table 3. Section 2 – Tasks in SPCs

	SPC Finland	SPC Lithuania	SPC Sweden	SPC Germany	SPC Poland
<p>What are the tasks of your institution? Do you have specific tasks or just the general task to promote short sea shipping? Who does determine your tasks? Do you have to report on your activities for their approval?</p>	<p>our task is to promote short sea shipping in general.</p>	<ul style="list-style-type: none"> • to efficiently use and control the entrusted state-owned property, • to ensure navigation safety and coordination of security within the port territory, • to construct and renovate quays and piers to dredge the port waters, and to develop the infrastructure of the port, • to prepare strategic development projects, to carry out scientific research works, and to promote port as a whole, • to collect port dues from vessels calling at the port, • to lease state-owned land to the companies operating in the port, • to organize and carry out port environment protection, • to implement marine environment pollution prevention and mitigation measures, to carry out pollution control and combat services, • to develop and implement Seafarers welfare services, • to control and administer the reserve (non-leased) territories of the port. 	<p>n/a</p>	<p>The SPC is a national centre for promotion of short sea shipping and inland waterway transport in the context of multimodal transport chains. Principal function of the SPC is a competitive neutral consultation of companies shipping cargo (cargo owners). The SPC team examines free-of-charge and objectively logistic chain structures for possible modal shifts (road-to-sea/rail) for European cargo. In addition, we assist with the implementation by using our contacts to entities and associations from politics and administration as well as specialized logistics service providers. Supplier transparency as well as alternative approaches are always taken into consideration. Furthermore, the association is active in education as a second pillar including lectures and expert talks as well as employing interns. The third pillar is public relations, i.e. the active promotion of alternative transport modes of transport via online/print</p>	<p>The tasks of the Association are set out in its Statute while the current activity is managed by the Board of Directors:</p> <p>The aim of the Association's activity is:</p> <ol style="list-style-type: none"> 1. Initiation, support and participation in activities aimed at developing short sea shipping in Poland. 2. Promotion of the idea of combined transport, such as "door to door" and "from the road to the sea" and the role and importance of short sea shipping transport. 3. Monitoring problems and limitations encountered by the development of short sea shipping in Poland. 4. Collecting, processing and transferring to the interested parties and media the information related to the operation and development of short sea shipping in Poland and Europe. 5. Applying for funds from international organizations, including the European Union and from national government and local government institutions for

	SPC Finland	SPC Lithuania	SPC Sweden	SPC Germany	SPC Poland
				<p>tools, events and trade fair appearances. The executive board works together with the management to set goals and receives input from the advisory board. The executive- and advisory board represents members from the SPC. Business reports are presented during the general assembly and board meetings.</p>	<p>projects and programs aimed at the development of short sea shipping in Poland.</p> <p>The subject of the association's activity is:</p> <ol style="list-style-type: none"> 1. Development of desiderata and applications and appearance with postulates and proposals for solutions to national government organizations, local government, industry unions and associations as well as to international organizations and European Union committees on the development of short sea shipping in Poland 2. Organizing conferences, workshops, initiating and conducting research as well as exchanging experiences and establishing cooperation with entities in the country and abroad in the field of development of short sea shipping in Poland 3. Conducting advertising and promotional activities for the development of short sea shipping in Poland

	SPC Finland	SPC Lithuania	SPC Sweden	SPC Germany	SPC Poland
· Are there any statutes or similar papers/agreements where these tasks are fixed? Can you provide a copy?	we haven't developed any official statute for the SPC, we have agreed on the tasks with the stakeholders in Finland	Law on Klaipeda State Seaport of the Republic of Lithuania	n/a	Articles of association are existing.	Statute is attached in the SPC's webpage
· Do you have any provisions/ limitations regarding your work? Why?	we don't have any permanent financing for the SPC, and for this reason the tasks are limited to those for which we have financing (project-based).	n/a	n/a	As an association we are not allowed to generate profit. Moreover, as a recipient of federal- /federal state funds we are subject to the regulation for the use of public funding.	As an association SPC in Poland is not allowed to generate profit.
· How do you see your task distribution with sector organisations?	our task is general promotion e.g. awareness raising, communication, and the sector organisations work as interest groups of the sectors	n/a	n/a	n/a	n/a

Source: Own elaboration based on EMMA Project questionnaires

Table 4. Section 3 – Objectives in SPCs

	SPC Finland	SPC Lithuania	SPC Sweden	SPC Germany	SPC Poland
<p>What are the objectives of your organization? How do you decide on them? Do you have some priorities?</p>	<p>the aim of SPC Finland is to promote short sea shipping and intermodal transport, in particular international transport solutions that combine short sea shipping with other transport modes. SPC Finland is a neutral channel of influence. Its activities are based on the key role played by maritime transport in Finnish international freight transport. From the point of view of Finland, the interoperability of maritime transport with other modes needs to be developed.</p>	<p>The common task of Klaipeda State Seaport Authority and the private companies working in the port is to increase Klaipeda port competitiveness, create favourable business climate for the industry players, to assure navigation safety, etc. In order to implement these objectives, the port infrastructure is continuously modernized: new and modern container, ro-ro, bulk cargo terminals are constructed. The multipurpose Port of Klaipeda has 33 specialized terminals (out of which the following should be mentioned: 4 liquid product, 3 Ro-Ro and 2 container terminals, as well as, break bulk, dry bulk terminals, LNG terminal, etc.). Modern cargo handling technologies, competitive and flexible port dues and cargo handling rates, up-to-date VTS management, search and rescue systems are used in Klaipeda port. The port territory is surveyed by TV cameras 24/7. Klaipeda State Seaport Authority aim is to be the</p>	<p>To promote shipping in general in Sweden. The priority is to promote modal shift from road to sea transport. It's the board, and the members, that makes the decision.</p>	<p>The main objectives of the SPC are promoting increased integration of waterborne and railway transports into intra-European transport chains. This comes along with increasing the awareness of these modes of transport at forwarding agents' and shippers' perception. Systemic benefits are to be demonstrated by appropriate examples. Waterborne transport modes and multimodal networking are given high priority.</p>	<p>In general our priority is to promote and develop short sea shipping. We have not any objectives and tasks relating to IWT at this stage, however we are willing to support any initiatives which can increase SSS share as a mode of transport in European transport market.</p>

	SPC Finland	SPC Lithuania	SPC Sweden	SPC Germany	SPC Poland
		<p>leading port on the eastern coast of the Baltic Sea, to increase port competitiveness, attract new cargo flows, and to create business-friendly environment for the maritime sector.</p> <p>The mission of Klaipeda State Seaport Authority is the smooth operations of Klaipeda Port, increase of its competitiveness, efficient use and development of the port infrastructure, building business-friendly environment for the maritime sector, implementing up-to-date technology, human resource improvement, international quality standards and compliance with the transparency requirements.</p>			
<p>How is your relation to IWT (International Waterway Transport)? Do you have IWT objectives and tasks? What are your priorities? How is your IWT competence? Are your members/stakeholders interested in IWT? What are IWT priorities?</p>	<p>currently, the SPC does not have specific IWT aims</p>	<p>State Enterprise Inland Waterways Authority is appointed as the administrator of the inland waterways of the Republic of Lithuania. The Authority supervises and maintains inland waterways during the navigation period.</p>	<p>Swedish Maritime forum is a part of the EMMA-project. To promote IWT is on the agenda as it is a part of the modal shift from road to sea transport. A few members are interested in IWT. The priority is to make sure that the locks in Trollhättan is refurbished.</p>	<p>IWT is a key issue at the SPC as we look at all modes of transport in a multimodal context and recommend them on a case-by-case according to their strengths. Just being another lobby association that "blindly" advances one transport mode would not be meeting the market's demands. Among the SPC members are numerous IWT companies: inland</p>	<p>n/a</p>

	SPC Finland	SPC Lithuania	SPC Sweden	SPC Germany	SPC Poland
				shipping companies, inland ports and the Federation of German Inland Ports. Therefore, the issue IWT is very prominent. Our biggest financier, the Federal Ministry of Transport and Digital Infrastructure (BMVI), also supports our focus on IWT. We are connected via the division WS21 to the BMVI, which covers both maritime and inland navigation aspects.	
· If not: Would you be interested and do you think it would make sense to integrate IWT into your portfolio? In what regions, market segments do you see opportunities?	<ul style="list-style-type: none"> • yes, e.g. we could look for synergies and possibilities for co-operation between IWT and maritime sector, • another theme could be the environmental regulations for maritime and IWT sectors 	n/a	n/a	n/a	n/a
· If yes: Do you have: What w IWT objectives from the beginning or did you add IWT at a later stage? How did the extent of your IWT activities evolve over time?	n/a	n/a	I can't say when it became an objective. It's so many years ago.	The German SPC started as a pure short sea oriented promotion office. After 6 years it included IWT as well. It was realised that the market demands a holistic perspective and a multimodal, objective approach. This ensures that transport inquiries can be processed compliant with realistic market requirements. Next step was to open the SPC for the rail sector as well two years later (project initiated	n/a

	SPC Finland	SPC Lithuania	SPC Sweden	SPC Germany	SPC Poland
				by membership of Deutsche Bahn).	
· If added at a later stage: What was the reason? Who initiated this? Has this changed your organization, financing etc.?	n/a	n/a	I can't say when it became an objective. It's so many years ago.	Reasons see above; In the end, initiator was the SPC itself.	n/a
· What are your objectives regarding exchange of IWT experience and know-how among SPCs/European stakeholders?	n/a	n/a	As Sweden recently has adopted European legislation regarding IWT, the main objective would be to provide knowledge to Swedish relevant authorities as well as the shipping industry.	The need for an expansion was realised based on exchange with project partners and market participants. The project situation and resulting memberships were the final stimulus.	n/a

Source: Own elaboration based on EMMA Project questionnaires

Table 5. Section 4 – Financing and budget in SPCs

	SPC Finland	SPC Lithuania	SPC Sweden	SPC Germany	SPC Poland
How is your institution financed?	project based financing	Own incomes and credits.	Member fees.	Funding consists of public funds and membership fees of private members.	The activities of SPC Poland are financed by the membership fees and the profits from the commercial activity.
Do you have any revenues?	no revenues	No revenues	For managing seminars.	The Confederation has a fixed amount that is used in batches as needed.	No revenues
What financial sources do you use to finance your activities?	n/a	Klaipeda State Seaport Authority's revenue are generated by port dues and port land lease. This amount of money, as well as bank credits and the EU funding, comprise the total share of the state funding which is allocated for the development of the port infrastructure, access roads, railways, maintenance and capital dredging of the port waters and the improvement of the security requirements. Twice more are invested by the private companies for the development of the port superstructure. Their contributions to the port superstructure, close cooperation with cargo owners and forwarders, and competitive rates of stevedoring works ensure the effective operations of the port. The port	Fees for seminars and conferences.	The federal states pay a fixed amount per year. The companies and organizations all pay a uniform annual membership fee.	n/a

	SPC Finland	SPC Lithuania	SPC Sweden	SPC Germany	SPC Poland
		contributes to the well-being of the city and its residents by allocating 10 per cent of its budget to the construction and renovation of streets, implementation of social projects.			
<p>What is the budget of your organization? How is it distributed among tasks/activities? Are you flexible to shift budgets?</p>	n/a	<p>Klaipeda State Seaport Authority's revenue are generated by port dues and port land lease. This amount of money, as well as bank credits and the EU funding, comprise the total share of the state funding which is allocated for the development of the port infrastructure, access roads, railways, maintenance and capital dredging of the port waters and the improvement of the security requirements. Twice more are invested by the private companies for the development of the port superstructure. Their contributions to the port superstructure, close cooperation with cargo owners and forwarders, and competitive rates of stevedoring works ensure the effective operations of the port. The port contributes to the well-being of the city and its residents by allocating 10 per cent of its budget to the construction and renovation</p>	Circa 300 000 euro.	The overall budget amounts to 500,000€ that can be used flexibly according to activity planning and needs.	n/a

	SPC Finland	SPC Lithuania	SPC Sweden	SPC Germany	SPC Poland
		of streets, implementation of social projects.			
Is your budget negotiated from year to year? Do you receive any other support like free use staff, office rooms or office equipment from any kind of public or private body?	<ul style="list-style-type: none"> • project based financing. We operate at the premises of the University of Turku, however, the costs are paid from external funding almost 100 %, • an example of SPC Finland's activity is Shipping company barometer. It's published annually, and financed by Trafi (the Finnish Safety Agency), the Government of Åland Islands, and the Finnish Shipowners' Association 	The annual budget of Klaipeda State Seaport Authority depends on annual income generated by port dues and port land lease and credits received from banks. No free use staff. Own office building.	The budget is negotiated from year to year depending on membership fees. No other support.	The overall budget is linked to the number of members, otherwise fixed.	The budget is annually approved by the General Meeting of Members of the Association. SPC Poland does not get any support such as free staff, office equipment or rental of rooms.

Source: Own elaboration based on EMMA Project questionnaires

Table 6. Section 5 – Members of SPCs

	SPC Finland	SPC Lithuania	SPC Sweden	SPC Germany	SPC Poland
Do you have members? How many? What types of institutions etc. are members in your organization(public, private)?	no members. Our closest stakeholders are the Finnish Shipowners' Association, the Finnish Port Association and the governmental organisations connected to shipping.	n/a	The Swedish Maritime Forum have 110 members circa. Its mainly shipping and ports. It's both public and private members.	Members are the BMVI, 11 federal states, 6 trade associations / organizations of the industry/sector as well as 45 companies from shipping (sea / inland), port (sea / inland), logistics (transshipment, forwarding, terminal, load securing) and rail freight sector as well as shippers.	Members of the Association are divided into Ordinary and Supporting Members. Currently, SPC Poland has 29 regular members and 14 supporting members.
How is the membership development?	n/a	n/a	It's quite steady over time. Circa 4-5 members quit every year and circa 4-5 new members come in.	Membership development is satisfactory. Of course, we are also subject to a certain fluctuation.	An ordinary member of the Association may be a private person with full legal capacity and not deprived of public rights, accepting statutory aims of the Association while a supporting member may be a private person or a legal entity interested in the Association's activity who declared financial or material help. The legal entity operates in the Association through its representatives.
Do they pay a membership fee? Does membership fee depend on services provided by SPC?	n/a	n/a	Yes, they pay a membership fee. For some it's important to provide the service of a SPC.	<ul style="list-style-type: none"> Private members pay 5,000€/year, federal states are supporting us with 15.000€/year. No. 	The annual membership fee is varied from PLN 500 to PLN 5,000 and does not depend on the services provided by the SPC.
Do you offer specific services for your members?	n/a	n/a	Not really, it's promoting, facilitating and lobbying in general.	The range of services is quite diverse and strongly based on the wishes of individual members. The service portfolio does also include marketing and sales opportunities.	n/a

Source: Own elaboration based on EMMA Project questionnaires

Table 7. Section 6 – Public relations/marketing in SPCs

	SPC Finland	SPC Lithuania	SPC Sweden	SPC Germany	SPC Poland
How do you manage your public relations? Do you manage it internally or use external service providers? How is the work division?	depending on the matter to communicate, we use both our own channels and contact & stakeholders' lists. In addition we use the communication services provided by the University of Turku.	Dedicated employees are responsible for public relations, while the Marketing Department staff is responsible for port marketing.	The Swedish Maritime Forum is almost solely dedicated to manage public relations. It's mainly done internally.	Most of PR work is self-directed. For certain research activities and drafting of texts external service providers (consultants) are used.	n/a
What is the objective of public relations? What information channels do you use?	press releases, Facebook, twitter	<ul style="list-style-type: none"> maintain and create service demand and interest, disseminate information, increase port visibility, reinforce Klaipeda port brand. Direct and indirect communication channels: local and international exhibitions, conferences, face-to-face meetings, discussions, public hearings, local and international media (printed and electronic), hand-outs, etc. 	To promote shipping and the maritime cluster in Sweden. It's done by arranging seminars, publishing reports and participate in public inquiries as well as providing media with material.	Promotion of increased awareness / integration of waterborne and railway transport for European cargo. Presentation of best practice cases and reduction of prejudices. Presentation of our member's portfolios and their problem-solving expertise. Online (SPC website, industry newsletter, ESN website, landing pages for events, Xing channel, Facebook, Wikipedia, Youtube) and print products (spc_aktuell magazine, spc timetable, etc.). In addition, we use direct postal letters or e-mail (individual or serial letters / emails), theme nights, conferences, network events, trade fairs, etc.	The main information channel used by SPC Poland is the Internet. Equally important are conferences and seminars where Members of the Board provide the information on short sea shipping and current topics.
What do you communicate?	results of the projects, annual shipping company barometer	Port services, investment opportunities, tourist destinations, etc.	The need for model shift, and sea transport as an viable alternative.	Industry-specific content (new services, service enhancements, new	n/a

	SPC Finland	SPC Lithuania	SPC Sweden	SPC Germany	SPC Poland
				technical solutions, events related to our topics, legal / policy issues, best practice examples of modal shift, market segment specific content (reefer, CT, digitization, etc.), system-specific content (benefits short sea, benefits IWT, need for multimodality, emission issues, ...), member portraits, descriptions of the SPC's activities and reviews of events.	
What are the intended recipients?	shipping sector, shippers, forwarders; maritime cluster altogether, private and public bodies, general public	Port stakeholder: stevedores, forwarding agencies, cargo – owners, logistic companies, etc.	The standing committee of Transport in the Parliament, The Government offices, the Transport agencies as well as media and the general public.	Responsible decision-makers/stakeholders from the shipping and forwarding industries, but also from other transport clusters (shipping companies, port companies, etc.)	n/a
How would you evaluate your standing and your level of awareness in your country?	n/a	Klaipeda State Seaport Authority was granted the following awards: „Lithuania’s Exporter of the Year“ (twice), „Business Development Award“, „The Most Profitable Sector Enterprise Award“, „Successful Businesses Award“, „Sustainable Development Award“, „Lithuanian Product of the Year Award“, „Employer of the Year Award“.	It’s better than some years ago, but it’s a long way until there’s a general awareness.	Good. We fill big events with up to 400 guests, have a high frequency on our website and a large number of newsletter / magazine subscribers.	SPC Poland is well perceived in Poland - many state and local institutions are asking the Association for the opinion of procedural legal acts.

Source: Own elaboration based on EMMA Project questionnaires

Table 8. Section 7 – Cooperation and exchange in EMMA Project to strengthen IWT in SPCs

	SPC Finland	SPC Lithuania	SPC Sweden	SPC Germany	SPC Poland
· What potential do you see from a closer cooperation/exchange with other SPCs in EMMA?	e.g. potential to raise issues from the Baltic Sea region at the European level. Possible joint projects to promote short sea shipping with the help of dedicated projects	All forms of cooperation and exchange of information are important and can be used.	To get information of good examples and best practises.	n/a	n/a
· Do you have any specific topics you would like to discuss?	blue economy (energy, maritime cluster, maritime and coastal tourism, blue bioeconomy and subsea resources) – co-operation and synergies between the sectors. Maritime Spatial Planning (MSP) and its impact on shipping and maritime cluster. Maritime environmental regulation and its impact to shipping/maritime cluster.	So far NO.	Modal shift from road to sea transport.	n/a	n/a
· Could you think of certain areas with particular potential for cooperation/exchange, e.g. development of transport solutions in certain markets?	blue economy (energy, maritime cluster, maritime and coastal tourism, blue bioeconomy and subsea resources) – co-operation and synergies between the sectors. Maritime Spatial Planning (MSP) and its impact on shipping and maritime cluster. Maritime environmental regulation and its impact to shipping/maritime cluster.	n/a	In Sweden there´s in general a need of information of how to make viable business models in detail, and what makes them work in other countries with IWT. There´s also a need of knowledge about how to create container traffic by sea, as it´s hard to compete with trucks.	n/a	n/a
· Do you see opportunities to strengthen your IWT competences through cooperation/exchange with SPCs more experienced in this field? How?	yes, e.g. how to promote transport chains which include both short sea shipping and IWT. How these IWT options could be promoted (e.g. transport destinations with IWT options in mainland Europe).	It is always useful to share the views of SPCs more experienced in this field.	Yes. By providing knowledge from European SPC:s to Swedish agencies.	n/a	n/a

Source: Own elaboration based on EMMA Project questionnaires