



Seaport Group Project Listings

1994 - 2013

Start Year: 2013
Discipline Category: Intermodal & Logistics
Activity type: Multiple
Region: Caribbean and Central America
Location: Panama
Client: First Quantum Minerals Ltd.
Title: Update of Marine Supply Logistics

Description:

This assignment involved updating a 2007 Seaport study of the marine logistics of mine capital and operating supplies for the Mina de Cobre copper mine in northern Panama. The focus was on the nature of the marine facilities at the mine port.

Start Year: 2013
Discipline Category: Market & Feasibility Studies
Activity type: Multiple
Region: South America
Location: Confidential
Client: Confidential
Title: Market and Transport Analysis

Description:

Seaport performed a market and transport analysis of a possible river port to be built by private investors. Grains, oilseeds, cement, fuels, fertilizers, auto imports and containers were investigated, as was a mixed-use waterfront development. The analysis indicated highest demand for an installation handling bulk agricultural exports to ocean ports and possibly a mixed use residential development elsewhere on the large site.

Start Year: 2013
Discipline Category: Market & Feasibility Studies
Activity type: Liquid bulk
Region: North America
Location: British Columbia, Canada
Client: Kinder Morgan
Title: Review of Growth Trends in Vessel Traffic

Description:

This assignment involved a review of trends in the growth of vessel traffic in southern British Columbia waters. The report provided background for approval submissions by Kinder Morgan for its plan to increase tanker movements related to crude oil exports through Port Metro Vancouver.

Start Year: 2013
Discipline Category: Market & Feasibility Studies
Activity type: Ro-ro
Region: North America
Location: British Columbia, Canada
Client: SRY Rail Link
Title: Update of Review of Vehicle Handling Market in the Vancouver Area

Description:

Seaport updated its 2010 review and forecast of the overall light vehicle handling market in the Vancouver area. This encompassed the distribution of domestic vehicles to British Columbia destinations, and the import of vehicles and their distribution to British Columbia, Western Canada and Central Canada markets. The result was a projection of vehicle volumes from ship to rail and truck for seaborne imports and from rail to truck for vehicles manufactured in North America and distributed in British Columbia.

Start Year: 2013
Discipline Category: Operations, Support & Training
Activity type: Container
Region: Middle East
Location: Dubai, UAE
Client: DP World
Title: 3D Services related to Inauguration Movies for Jebel Ali Terminal 3

Description:

Seaport developed 3D services for DP World's Jebel Ali Terminal 3 (Jebel Ali T3), a terminal under construction. The 3D services delivered:

- Provided helpful training material for internal as well as external users of Jebel Ali T3



- Secured precise communication for the board and other stakeholders in a language that all professionals independent of background will be able to understand and visualize.
- Provided commercial movies in connection with the inauguration of the terminal in April 2014 as well as for loading to Jebel Ali Terminal 3's home page.

Start Year: 2013
 Discipline Category: Operations, Support & Training
 Activity type: Container
 Region: Middle East
 Location: Dubai, UAE
 Client: DP World
 Title: 3D Services, Demo Model of Interactive Security Platform

Description:

Seaport was assigned to develop a demo of an interactive security platform with which DP World's security personnel were able to obtain an overview of their various facility security installations worldwide.

Start Year: 2013
 Discipline Category: Operations, Support & Training
 Activity type: Container
 Region: Europe
 Location: Liverpool, UK
 Client: TBA for PeelsPort
 Title: Advice on Automation Solution for Terminal Yard

Description:

Seaport provided advice on automation solutions and examples of best practice automated yard crane solutions.

Start Year: 2013
 Discipline Category: Operations, Support & Training
 Activity type: Container
 Region: World
 Location: Dubai, London, Rotterdam
 Client: DP World, Dubai
 Title: Development of Working Solution for Unmanned QCs and ARMGs

Description:



Seaport developed a crane manual with following SOPs and, Work Instructions for some of the first highly automated STS/QCs cranes in the world. The work includes developing a solution based on what has already been agreed with technology and system suppliers, as well as determining the work station layouts, organizational set up for remote controllers, and what tasks can be handled by the remote crane operators.

Start Year: 2013
Discipline Category: Operations, Support & Training
Activity type: Container
Region: Europe
Location: Teesport, UK
Client: PD Ports
Title: Mentoring Control Room

Description:

After a successful delivery of TOS implementation and the first steps of guidance to the shift management for productivity improvement in Teesport, Seaport provided a mentor for the control room, which includes the vessel and yard planners as well as the equipment dispatchers. Knowledge migration to the vessel/yard planners and equipment controllers was the key element within the 3-month mentoring programme.

Start Year: 2013
Discipline Category: Operations, Support & Training
Activity type: Container
Region: Africa
Location: Apapa, Nigeria
Client: TBA for APM Terminals
Title: Organizational Review and Operations Training

Description:

For this project Seaport assisted in defining clear roles and responsibilities for each function, determined the optimal control room setup, evaluated the skills of staff and prepared recommendations for training programs. Based on the recommendations, the configuration of the operating system and training sessions were prepared. The control room operators (e.g. dispatchers, vessel planners), equipment operators and tallymen have been trained in the operating system and RDT/VMT functionality and operation.

Start Year: 2013
Discipline Category: Operations, Support & Training
Activity type: Container



Region: Europe
Location: Koper, Slovenia
Client: Luka Koper
Title: Performance Improvement Program

Description:

To address the performance and management reporting challenges, an improvement program was introduced to the port of Koper to establish a standard reporting framework, key performance indicators (KPI) and measurement and development of operations KPI tools. According to the Seaport method of productivity improvement planning, the terminal staff at all levels were taken through a change management process as well as a focused approach on delivering a sustainable enhancement of the efficiencies and productivities.

Seaport guided the terminal management with the development of the KPI tools, the introduction of the KPIs in the management team and the productivity enhancement program. Through more than 15 projects both customer satisfaction and the productivity level improved within 5 months. Sustainability of the project has been proven by an initial berth productivity improvement of 10% while on site and over 10% after completion of the project.

Start Year: 2013
Discipline Category: Operations, Support & Training
Activity type: Multiple
Region: Africa
Location: Walvisbay, Namibia
Client: STC-SA for Namport
Title: Productivity Improvement Program

Description:

Seaport provided a complete productivity improvement package for Namport based on proven methods of other Seaport projects. This package includes productivity improvement methods, training and mentoring on-site and this has brought an alignment in the organization towards a world class operating port. The services were delivered on-site by the Seaport team's presence, and addressed the skill levels of the terminal management as well as those of planning and dispatching personnel. Through more than 30 projects, both customer satisfaction and the productivity level improved within 5 months. Sustainability of the project has been proven by an initial berth productivity improvement of 18% while on site and a 25% improvement during follow-up period.

Start Year: 2013
Discipline Category: Operations, Support & Training
Activity type: Container
Region: South America



Location: Itapoa, Brazil
Client: Porto Itapoa
Title: Simulation of Terminal Expansion

Description:

In close collaboration with the client, Seaport carried out a simulation study to understand the requirements, capacity and bottlenecks of various port expansion scenarios for Porto Itapoa. The simulation study also evaluated the design of the port's jetty and access bridge for future growth. The study will recommend the optimum expansion plan for the jetty, bridge and container yard. Seaport will also develop 3D videos to be used for validation of concepts and simulations.

Start Year: 2013
Discipline Category: Operations, Support & Training
Activity type: Container
Region: Middle East
Location: UAE
Client: Confidential
Title: Training Material for Remote Control Operator of Unmanned STS Cranes

Description:

Seaport developed training materials and related 3D services which will supplement remote crane operator training simulators, Standard Operating Procedures and Work Instructions for some of the first highly automated STS quay cranes, which will be implemented in mid-2014.

Start Year: 2013
Discipline Category: Port Master Plans
Activity type: Container
Region: Caribbean and Central America
Location: Dominican Republic
Client: Caucedo DP World
Title: Master Planning in Connection with Port Expansion

Description:

In close collaboration with Caucedo DP World's management, Seaport reviewed and provided new alternatives to a master plan for the expansion and the adjacent Free Trade Zone area. The work includes CAEPX/OPEX modelling and advice on technology enabling the terminal to increase the volume capacity with 50-100%. Seaport also provided a 3D design and animation of the gate arrangement.



Start Year: 2012
Discipline Category: Port Privatization, Concessions & Acquisitions
Activity type: Container
Region: North America
Location: British Columbia, Canada
Client: Port Metro Vancouver
Title: Container Capacity Improvement Program

Description:

Port Metro Vancouver's (PMV) Container Capacity Improvement Program (CCIP) is currently at the Environmental Assessment stage. The focus of the work is on improvements to the existing Deltaport container terminal to meet near-term demand, and the development of the proposed (container) Terminal 2 in the Roberts Bank area of the port, and related upland infrastructure, to meet future demand. Seaport's contributions to the CCIP involve review of project issues, assistance with definition and selection of specialist sub-consultants, review of work of sub-consultants and general advisory work in all areas dealing with port issues. Seaport is generally involved in aspects of the project that deal with financial, market and concession issues.

Start Year: 2013
Discipline Category: Terminal Operating Systems (TOS) & Other IT
Activity type: Container
Region: Africa
Location: Luanda, Angola
Client: TBA for Sogester
Title: Go-Live Management Support and Operations Training

Description:

The skills of the users of the terminal operating system (TOS) for both the container terminal and inland container depot (ICD) in Luanda, Angola were brought to the "survive-go-live" level during training in order to prepare for go-live. In total around 200-220 staff of the ICD and Sogester were trained in the TOS, RDTs and VMTs, in different settings. A successful go-live has been ensured, a hands-on approach has been taken with regards to changes and constraints in the delivery of the support services. During go-live management support, on the job training and induction to shift management and supervisors were given as well as guidance to the next steps and optimal use of the new features.

Start Year: 2013
Discipline Category: Terminal Operating Systems (TOS) & Other IT
Activity type: Container
Region: Middle East
Location: Umm Qasr, Iraq



Client: General Company for Ports of Iraq and Nippon Koei of Japan
Title: Procurement of Port Operating IT System for Umm Qasr Port

Description:

Seaport were requested to lead the procurement of the POS related software: currently under development and named “Request For Proposal for Port Operating IT Systems and IT Hardware for Umm Qasr Port, Iraq”;

- IT hardware related to operating the POS: such as office IT (workstations, application servers, data storage servers, back up servers), truck gate security booms, radio frequency antennas and access points, and Radio Data Terminals (Hand Held Terminals and Vehicle Mounted Terminals); and
- Infrastructure/cabling: data room connections, back-up system/servers, RF access points, RF antennas, truck gate, operations office, and offices in the warehouses.

Seaport will further assist with experts in the installation, implementation, and go-live of the port operating IT system, including the infrastructure and IT hardware. As well as, Seaport will train the management and end users in the use of IT systems as well as efficient port operations.

Start Year: 2013
Discipline Category: Terminal Planning & Design
Activity type: Container
Region: East Asia
Location: China
Client: Confidential
Title: 3D Services for Automated and Manual Terminals

Description:

Seaport developed 3D educational material for the China organisation of an international container terminal operator. The aim is to educate the Chinese organisation’s staff with regards to port planning, handling technologies (including automation) and efficient operations.

Start Year: 2013
Discipline Category: Terminal Planning & Design
Activity type: Dry bulk
Region: Middle East
Location: Middle East
Client: Middle East
Title: 3D Services for Kenana Red Sea Sugar Terminal



Description:

Seaport's team of video editors and 3D animation experts created the promotional video for the development and operation of the Kenana Red Sea Sugar Terminal project.

Start Year: 2013
Discipline Category: Terminal Planning & Design
Activity type: Container
Region: World
Location: World
Client: Confidential
Title: Outsourced 2D and 3D Terminal Planning and Design

Description:

Seaport provides terminal design for one of the leading design and planning consultants in Europe. The design work is mainly concentrated on conceptual planning and detailed terminal layouts in 2D AutoCAD but also to some degree includes design verification using 3D tools. Seaport has provided more than 60 terminal design alternatives under this agreement.

Start Year: 2013
Discipline Category: Terminal Planning & Design
Activity type: Container
Region: South America
Location: Paraguay
Client: Puerto Mariano, Asunción
Title: Project Investment Decision Basis

Description:

In close collaboration with the Client, Seaport conducted the conceptual planning and design of a greenfield river terminal facility with a planned capacity of 200,000 TEU. The assignment includes CAPEX/OPEX modelling, layout alternatives, handling yard technologies, change in automation level, and infrastructure planning.

Start Year: 2013
Discipline Category: Terminal Planning & Design
Activity type: Container
Region: North America
Location: Nuuk, Greenland
Client: Royal Arctic Line
Title: Technical Advice Concerning Detailed Design

Description:



After finalizing the master plan, terminal planning and design for the new greenfield container terminal, Royal Arctic Lines requested Seaport to continue the work to provide advice to the local design engineering consultants as well as to develop the Basic of Design.

Start Year: 2012
Discipline Category: Market & Feasibility Studies
Activity type: Ro-ro
Region: North America
Location: British Columbia, Canada
Client: Port Metro Vancouver
Title: Analysis of Vehicle Terminal Pricing

Description:

Port Metro Vancouver's (PMV) retained Seaport to investigate the pricing of vehicle terminal services in the port (which primarily handles automobile imports from Asia) and the competitiveness of PMV with ports on the U.S. West Coast for this trade. Seaport's work included:

- An overview of trends in the vehicle trade market.
- A review of the facilities and tariff structures of all U.S. ports that handle vehicles.
- Estimates of non-port costs that the vehicle trade incurs (tugs, pilotage, etc.).
- Quantitative evaluation of the competitiveness of PMV's position and tariffs from the perspectives of vessel operators, importers and terminal operators.
- Recommendation of a tariff structure and level for PMV and sensitivity analyses regarding the impact of various levels of tariffs.

Start Year: 2012
Discipline Category: Market & Feasibility Studies
Activity type: Dry bulk
Region: Southeast Asia
Location: Indonesia
Client: Royal Haskoning for Indonesia Port Corporation II
Title: Dry Bulk Terminal Site Analysis and Pre-Feasibility Study

Description:

Seaport jointly studied fourteen site locations for new port facilities in greater Jakarta, Banten and Lampung provinces on vacant land belonging to Indonesia Port Corporation II. A wide survey of possible Indonesian and international terminal operators was undertaken, as were maritime operations and inland access studies for each candidate site. This resulted in cement terminal and fertilizer terminal concepts for two future port customers in Selambang, Lampung and development of an agricultural bulk terminal and industrial park concept at Bojonegara in northwestern Banten.



Start Year: 2012
Discipline Category: Market & Feasibility Studies
Activity type: Container
Region: North America
Location: British Columbia, Canada
Client: Asia Pacific Gateway Skills Table and BC Trucking Association
Title: Successful Business Practices of Profitable Drayage Owner Operators

Description:

The objective of the project is to help the 950 owner-operators working in Metro Vancouver achieve better financial results. The focus of the project was to:

- Develop an owner-operator drayage business and cost model; and
- Conduct interviews with trucking companies and drayage owner-operators to identify the successful business practices of profitable drayage owner-operators.

The project outputs provide insights regarding the nature of drayage operations, key factors affecting the business and labour market information on drayage owner-operators. In addition to supporting owner-operators in developing better business practices, this information may be used for several purposes such as informing policy decisions, supporting education and awareness campaigns and supporting human resource initiatives in the sector.

Start Year: 2012
Discipline Category: Operations, Support & Training
Activity type: Container
Region: South America
Location: Colombia
Client: Sociedad Portuaria Regional de Barranquilla (SPRB)
Title: Container Terminal Operations Planning

Description:

Seaport developed the operations plan includes optimizing the terminal layouts with optimum cargo and equipment logistics; volume capacity calculations, and equipment requirements for three modes of operation: MT stack operation (SC and RS); SC operation (SC only); RTG operation (RTG only).Furthermore it includes operational advantages and disadvantages modes of operations; productivity and capacity comparisons and operational sensitivity analysis.

Start Year: 2012
Discipline Category: Operations, Support & Training
Activity type: Container
Region: Africa



Location: Walvisbay, Namibia
Client: Namport
Title: Evaluation of the training department

Description:

Seaport was requested to evaluate the procedures and processes of the training department at Namport. The aim of the evaluation is evaluate the compliance with their ISO certification and to set course to an official certified training as well as training KPIs that can be related to the container terminal operations.

Start Year: 2012
Discipline Category: Operations, Support & Training
Activity type: Container
Region: Europe
Location: Sweden
Client: Helsingborg Port
Title: Operations Planning for Helsingborg Port

Description:

Seaport was assigned to detailing the port and terminal planning, terminal development phasing and the CAPEX and OPEX plan for the upcoming port improvement program. Seaport's tasks include: Detailing of planning, Organizations Model, Managing the 3D Design team, Review and validation of work carried out by architects and design engineers

Start Year: 2012
Discipline Category: Operations, Support & Training
Activity type: Container
Region: Africa
Location: Walvis Bay, Namibia
Client: Namport
Title: Supply of Interim Vessel Planners

Description:

Seaport provided a solution for a shortage of resources in vessel planning. The assignment included supplying well-qualified consulting resources plus two vessel planners to provide vessel planning capacity for 3 months.

Start Year: 2012
Discipline Category: Operations, Support & Training
Activity type: Container
Region: North America
Location: USA



Client: Paceco
Title: Technical Risk Study for automated terminal

Description:

Paceco Corporation requested Seaport to conduct a survey on how automated container terminals manage their technical risks associated with the terminal operations, as well as what standard mitigation procedures are available. The study should assist Paceco's clients in their overall assessment towards operating automated container terminal facilities in the United States.

Start Year: 2012
Discipline Category: Operations, Support & Training
Activity type: Container
Region: Europe
Location: Teesport, UK
Client: PD Ports
Title: Training of Planners, Dispatchers and Management

Description:

During go-live and post go-live Seaport guided and took charge of the planning and operations team to implement the terminal operating system and support productivity enhancement. In this connection management support and coaching was required to increase the level of the management and operational output. In addition the operations management was guided in the KPI implementation and productivity improvement process.

Start Year: 2012
Discipline Category: Strategic Advice & Litigation Support
Activity type: Container
Region: Europe
Location: UK, London
Client: UK based Construction Company and UK Based Law Firm (Confidential)
Title: Expert Advice on Arbitration Case

Description:

Seaport provided operations and modelling expertise in connection with pavement cracks in a SC operation. Seaport developed mathematical models to determine the pavement load cycles. For the model, GPS data and data from the TOS databases were utilized.

Start Year: 2012
Discipline Category: Strategic Advice & Litigation Support
Activity type: Container
Region: Caribbean and Central America



Location: Caribbean
Client: Confidential
Title: Operations Expert for Arbitrations Case

Description:

Seaport assisted in an arbitration case concerning issues with early cracks in the pavement in a container terminal. Seaport's role was to act as expert witness; including acting as advisor on operations matters and developing the mathematical models for determining the movements of the container handling equipment over the pavement areas of interest, the weight distribution, the inventory fluctuations, and other operational issues.

Start Year: 2012
Discipline Category: Strategic Advice & Litigation Support
Activity type: Container
Region: Caribbean and Central America
Location: Dominican Republic
Client: DP World, Caucedo
Title: Operations Expert for Arbitrations Case

Description:

Seaport assisted in an arbitration case concerning issues with early cracks in the pavement in a container terminal. Seaport's role was to act as expert witness; including acting as advisor on operations matters and developing the mathematical models to determine the movements of the container handling equipment over the pavement areas of interest, the weight distribution, the inventory fluctuations, and other operational issues.

Start Year: 2012
Discipline Category: Strategic Advice & Litigation Support
Activity type: Multiple
Region: North America
Location: British Columbia, Canada
Client: Port Metro Vancouver (PMV)
Title: Competitive Analysis of Break-Bulk Terminals

Description:

PMV engaged Colledge Transportation Consulting Inc. and Seaport to review competitiveness issues in PMV's break-bulk cargo terminals and competing terminals in other ports. The work involved consultations with industry, estimates of costs at various terminals from the points of view of vessel operators and cargo importers and exporters, and evaluation of terminal competitiveness.



Start Year: 2012
Discipline Category: Terminal Operating Systems (TOS) & Other IT
Activity type: Container
Region: Europe
Location: Teesport, UK
Client: PD Ports
Title: End-user Training for Terminal Operating System

Description:

Seaport delivered end-user training for PD Ports in connection with the Navis N4 implementation and go-live. The training performed by Seaport addressed overall changed management, new job responsibilities and achievement of higher efficiency.

Start Year: 2012
Discipline Category: Terminal Operating Systems (TOS) & Other IT
Activity type: Container
Region: Africa
Location: Sudan
Client: Kenana Sugar Company
Title: Engineering and Technical Consultancy for Bulk Terminal Development

Description:

Seaport provided a review and completion of the existing basic design and technical study of the project and proposed to the Client the best available sugar and grain Terminal Management Operating System (TOS/TMS) suppliers/vendors. The project consists of three phases; it contains a basic design review, terminal capacity study and logistics process review in phase one; TOS procurement guidance (incl. business process definition and overview of Terminal Operating Systems) in phase two; detailed design support and design supervision in phase 3. Seaport ensured that the combination of the three phases was delivered satisfactory and that the operations design is of the highest standards in the industry.

Start Year: 2012
Discipline Category: Terminal Operating Systems (TOS) & Other IT
Activity type: Container
Region: Africa
Location: Durban, South Africa
Client: ILO for Transnet
Title: Operations and TOS Training for Planning Department

Description:



The TOS implementation began some years ago and the planners and dispatchers had to be taken to a higher level of knowledge of the system as well as the operating strategies on the terminal. Seaport's 3-month training program for planning and dispatching personnel was repeated twice to get the key staff of Transnet to excel in the basic and advanced functionalities of the programs used. Seaport provided basic and advanced training to support Transnet and the School of Operations with knowledge of migration as well as the existing and new planners and dispatchers.

Start Year: 2012
Discipline Category: Terminal Operating Systems (TOS) & Other IT
Activity type: Container
Region: East Asia
Location: Manila, Philippines
Client: Asian Terminals Inc.
Title: Operations and TOS Training for Planning Department

Description:

In connection with the upgrade of the terminal operating system (TOS) on the terminal in Manila, dispatchers and planners were trained in the new functionalities and operating strategies for the terminal. The program was performed four times in line with the Seaport methods of training for planning and dispatching personnel. Seaport managed the program as well as intervened on-site with productivity improvement opportunities. The knowledge migration from trainers to the planners and dispatchers has been successfully delivered.

Start Year: 2012
Discipline Category: Terminal Operating Systems (TOS) & Other IT
Activity type: Container
Region: Middle East
Location: Umm Qasr Ports
Client: General Company for Ports of Iraq and Nippon Koei of Japan
Title: Port Operation and IT Review

Description:

Seaport provided a plan for an imminent implementation of a TOS in North Umm Qasr Port, including an implementation plan and implementation budget that will allow Umm Qasr Port to be more competitive and versatile. The developed plan was based on a thorough analysis of Umm Qasr Port's current IT systems, business environment and business strategies.

Start Year: 2012
Discipline Category: Terminal Operating Systems (TOS) & Other IT



Activity type: Container
Region: Southeast Asia
Location: Phnom Penh, Cambodia
Client: Mekong River Commission
Title: Supervision Terminal Operating (IT) System Acceptance Testing

Description:

Seaport supervised the acceptance testing for the container terminal of Phnom Penh. The emphasis of Seaport's involvement was the testing of the TOS's coherence to business processes and operations procedures. Furthermore, Seaport guided the development of a transition path for going live on the new system. Seaport advised on the project evaluation and monitoring of the procurement and installation of the port management and monitoring system. This includes the development of the terms of reference for the terminal operating system; tender clarification, evaluation and recommendation; contract negotiation and procurement support; testing supervision during the system delivery and on-site assistance with guidance in the go-live of the system.

Start Year: 2012
Discipline Category: Terminal Operating Systems (TOS) & Other IT
Activity type: Container
Region: Southeast Asia
Location: Phnom Penh, Cambodia
Client: MRC Cambodia
Title: Supervision Terminal Operating (IT) System Acceptance Testing,

Description:

Seaport supervised the acceptance testing for the container terminal of Phnom Penh. The emphasis of Seaport's involvement was the testing of the TOS's coherence to business processes and operations procedures. Furthermore, Seaport guided the development of a transition path for going live on the new system.

Start Year: 2012
Discipline Category: Terminal Planning & Design
Activity type: Multiple
Region: Europe
Location: Helsingborg, Sweden
Client: Cowi AB
Title: Operations Planning for Helsingborg Port

Description:



Seaport conducted the port and terminal planning, terminal development phasing and the CAPEX and OPEX plan for the upcoming port improvement program. Seaport's tasks included: Seaport conducted the port and terminal planning, terminal development phasing and the CAPEX and OPEX plan for the upcoming port improvement program. Seaport's tasks included:

- Detailing of planning
- Organizations model
- Managing the 3D design team
- Review and validation of work carried out by architects and design engineers

Start Year: 2012
Discipline Category: Terminal Planning & Design
Activity type: Multiple
Region: Europe
Location: Frederica, Denmark
Client: Associated Danish Ports
Title: Port Development Plan

Description:

Seaport provided port development expertise to Associated Danish Ports, the operator of three ports in Denmark. The tasks in this assignment was to provide expert input with regards to optimum allocation of space for concessions, arrangement of quays, internal port traffic and capacity assessments.

Start Year: 2012
Discipline Category: Terminal Planning & Design
Activity type: Container
Region: Europe
Location: Liverpool, UK
Client: TBA, The Netherlands and PeelsPort
Title: Review of Layout and Equipment Specs

Description:

Seaport reviewed the functional and technical requirements outlined by PeelPort's engineers, and provided descriptions of the principal functional and technical requirements and the procedures for handling containers.

Start Year: 2012
Discipline Category: Terminal Planning & Design
Activity type: Container



Region: South America
Location: Itapoa, Brazil
Client: Porto Itapoa
Title: Terminal Expansion Planning and Design

Description:

In close collaboration with the Client, Seaport conducted the planning and design of the immediate terminal expansion, from a current capacity of 0.5 million TEU to a 2.5-3 million TEU facility.

The assignment included financial modelling, layout alternatives, handling yard technologies, change in automation level, infrastructure planning, simulation studies, and financial evaluations.

The assignment further involved developing 3D designs and 3D animations.

Start Year: 2011
Discipline Category: Market & Feasibility Studies
Activity type: Multiple
Region: Southeast Asia
Location: Vietnam
Client: US Trade Development Administration
Title: Identification of Infrastructure and Capacity-Building Projects

Description:

Seaport identified likely future infrastructure and capacity-building projects in Vietnam's port, rail and intermodal transport sectors. The project involved analysis of local resources development and regional trade patterns, port traffic and competitiveness, passenger and freight rail traffic levels of service and growth. The end product was formulation of the technical aspects of future Terms or Reference for future release by US TDA and other US agencies.

Start Year: 2011
Discipline Category: Operations, Support & Training
Activity type: Container
Region: Caribbean and Central America
Location: Bridgetown, Barbados
Client: Seabulk Systems Inc. for Barbados Port Inc.
Title: Development of Management Reporting and KPI Tools and SOPs

Description:

Seaport developed the SOPs, the data collection, the management reporting tool, and the KPIs by which the operation shall be managed:



- The reporting included a quarterly board of director’s report, monthly reporting to senior management, daily and shift change reporting, etc.
- The KPI tools included spreadsheet data collection models and consolidation models.
- The SOPs included a full set of SOPs required for operations reporting, data collection, and management by KPIs.

Start Year: 2011
 Discipline Category: Operations, Support & Training
 Activity type: Container
 Region: Southeast Asia
 Location: Phnom Penh, Cambodia
 Client: Mekong River Commission, Phnom Penh
 Title: Operations and Management Plan for New Terminal and Operations Analysis

Description:

Seaport advised the Mekong River Commission with regards to the current management and operation system of Phnom Penh Autonomous Port container terminal operations by clearly identifying all factors affecting the port’s efficiency. The assessment focus was on management and operation aspects; the current port’s organization structure, the functions and working relations between each section, IT applications that are being used, the line authority, tasks allocations, as well as the staff’s job descriptions. Seaport developed an operations and management plan for the new container terminal of Phnom Penh. This plan outlined what the new terminal key processes will be and the new organisation structure (including the job responsibilities, key positions and SOPs).

Start Year: 2011
 Discipline Category: Operations, Support & Training
 Activity type: Container
 Region: Europe
 Location: Italy
 Client: Confidential
 Title: Technical Due Diligence and Reconfiguration Plan

Description:

Seaport provided the Technical Due Diligence services considering the specified scope on the ‘Target’ terminal facility in a port located in Italy. Seaport conducted a full technical due diligence investigation (TDD), including capital expenditure (CAPEX) forecasting, into the ‘Target’ facility. Based on the TDD, Seaport developed the detailed plan for reconfiguration of activities on all cargo areas in the facility



Start Year: 2011
Discipline Category: Operations, Support & Training
Activity type: Multiple
Region: Australia, New Zealand and Pacific
Location: Western Australia
Client: Rio Tinto
Title: Technology Review

Description:

Seaport provided advice on performance enhancing technology beneficial to the company's port and mining operations. Seaport's advice addressed cost efficient technology and lessons learned from unmanned equipment and early warning IT systems.

Start Year: 2011
Discipline Category: Port Master Plans
Activity type: Multiple
Region: Caribbean and Central America
Location: Bridgetown, Barbados
Client: Seabulk Systems Inc. for Barbados Port Inc.
Title: Update of Port Master Plan

Description:

The last master plan for the Port of Bridgetown was prepared in 2001. Barbados Port Inc. (BPI) retained Seabulk Systems Inc. to update the master plan to 2011. Seabulk engaged Seaport to:

- Develop the container traffic forecast for the master plan, which covered bulk, break-bulk, container and cruise traffic.
- Conduct a review of port operations and develop a plan for the industrial port.

Start Year: 2011
Discipline Category: Port Privatization, Concessions & Acquisitions
Activity type: Container
Region: North America
Location: British Columbia, Canada
Client: WorleyParsons for Port Metro Vancouver
Title: Container Capacity Improvement Program

Description:

WorleyParsons provided program management services for Port Metro Vancouver's (PMV) Container Capacity Improvement Program (CCIP) at the project definition phase. The focus of the work was on improvements to the existing Deltaport container terminal to meet near-term demand, and the



development of the proposed (container) Terminal 2 in the Roberts Bank area of the port, and related upland infrastructure, to meet future demand. The program addressed project economic and financial justification, planning and preliminary engineering for marine terminal and upland infrastructure, environmental assessment, approval and permitting, First Nations considerations, stakeholder and public consultations, sustainability, project implementation strategy and project cost.

Seaport's contributions to the program included:

- Evaluation of container ship characteristics to help select the design ship for Terminal 2.
- Preliminary assessment of the PMV container market.
- Development of potential preliminary layouts for Terminal 2 and review of container handling technology and automation.
- Review of work of container terminal planning consultants.
- Simulation of intermodal rail yard to confirm findings of planning consultants.
- Development of financial model for Terminal 2 and preliminary financial evaluations.
- Participation in program management: development of scopes of work for other specialists, reviews of proposals, attendance at program management meetings, etc.

Start Year: 2011
Discipline Category: Port Privatization, Concessions & Acquisitions
Activity type: Multiple
Region: Southeast Asia
Location: Tanjung Priok, Indonesia
Client: Indonesia Port Corporation II (Pelindo II)
Title: Development of Kalibaru Container and Oil Terminals in Port of Tanjung Priok

Description:

The Port of Tanjung Priok has a practical container terminal capacity of about 5 million TEU. The two major international terminals within the port are operated and minority owned by subsidiaries of Hutchison Port Holdings and Pelindo II has the majority interest in these terminals as required by Indonesian company law.

Seaport provided to Pelindo II commercial structuring of and concession agreements for Kalibaru terminal expansion to deliver 3 container terminals, 2 oil product terminals, a toll road and subsidiary infrastructure with total investment of US\$5 billion. Phase 1 of the project will provide 4.5 million TEU of new container terminal capacity in the next few years and the ultimate capacity of the port will be some 18 million TEU. The expansion will provide facilities for the largest container ships in the world container trade.

Seaport's work involved:

- Development of an overall strategy and plan for provision of new port infrastructure in the Port of Tanjung Priok. The work addressed planning, commercial and legal issues.



- Development for Pelindo II of a prequalification statement to the Ministry of Transport, under the rules of Indonesian Shipping Law No. 17 of 2008, regarding a concession for the development of the Kalibaru port area.
- Meetings with Government of Indonesia Cabinet and ministers to discuss the role of Pelindo II as a state-owned enterprise and the constraints of working within Shipping Law No. 17.
- Working with Pelindo II to draft a Presidential Decree that allows Pelindo II to expand the Port of Tanjung Priok without complying with all the formalities of Shipping Law No. 17.
- Developing for Pelindo II a commercial proposal to the Ministry of Transport for the necessary concession rights for Kalibaru.
- Technical and financial structuring of the Kalibaru development: Pelindo funding of infrastructure, joint venture agreements between Pelindo II and private terminal developers, etc.
- Draft concession and supporting agreements for the Kalibaru development including sub-concession agreements with operators and integrating existing concession and lease agreements into the overall legal framework to deliver consistency for finance purposes.
- Support to Pelindo II during social and environmental licensing and associated political lobbying and public communications to build support and understanding of the Kalibaru development.

In conducting this project, Seaport managed an advisory team that includes Rothschild (financial advisors) and Norton Rose (law firm) to deliver a service to the client that:

- Developed the Information Memorandum for potential terminal operators (commercial input by Seaport; financial model and forecast by Rothschild).
- Developed and ran the tender process for terminal operators.
- Assembled debt at two levels on the balance sheets of Pelindo II and the SPV set up to build infrastructure.
- Oversaw the construction process to maintain it in line with the funding process.
- Assembled the legal documents and agreements to support the process.

This was conducted through a weekly coordination meeting and the definition of five clear work streams led by specific experts. Integrated project teams then delivered work products under each work stream.

Start Year:	2011
Discipline Category:	Port Privatization, Concessions & Acquisitions
Activity type:	Dry bulk
Region:	Africa
Location:	Confidential
Client:	Confidential
Title:	Due Diligence on Bulk Terminal for Potential Investors

Description:

Seaport performed due diligence on a major bulk terminal complex for potential investors. Analysis evaluated inbound rail systems, materials handling within the terminal, ship loading and vessel maneuvering in approach channels and berthing. Several recommendations were made concerning



necessary capital expenditures and management improvements as well as descriptions of major risk factors.

Start Year: 2011
Discipline Category: Port Privatization, Concessions & Acquisitions
Activity type: Container
Region: Europe
Location: Italy
Client: Confidential
Title: Technical Due Diligence and Reconfiguration Plan

Description:

Seaport provided the technical due diligence services considering the specified scope on the 'Target' terminal facility in a port located in Italy. Seaport conducted a full technical due diligence investigation (TDD), including capital expenditure (CAPEX) forecasting, into the 'Target' facility. Based on the TDD, Seaport developed the detailed plan for reconfiguration of activities on all cargo areas in the facility.

Start Year: 2011
Discipline Category: Port Tariffs & Pricing
Activity type: Multiple
Region: Caribbean and Central America
Location: Caribbean
Client: Confidential
Title: Comparative Port Tariff Study

Description:

Seaport analyzed the tariff structures of nine ports throughout the Caribbean basin and the US West Coast as part of a regional competitiveness analysis for a national port administrative agency. The project included comparison of tariff-setting methodologies, analysis of discounts for major terminal operators and shipping lines and assessments of major trends affecting tariff structures throughout the region.

Start Year: 2011
Discipline Category: Strategic Advice & Litigation Support
Activity type: Multiple
Region: North America
Location: British Columbia, Canada
Client: Colledge Transportation Consulting Inc. for Province of British Columbia
Title: Pacific Gateway Strategy 2.0

Description:



The Province of British Columbia prepared a BC Ports Strategy in 2005 and a Pacific Gateway Strategy Action Plan in 2006. In early 2007, the Province invited the key funding partners to join a Pacific Gateway Executive Committee (PGEC) to oversee the implementation of the Action Plan. By 2011, it was time to renew and refresh the research and actions of the BC Ports Strategy and the Pacific Gateway Strategy Action Plan. As part of this renewal, the PGEC adopted the name Pacific Gateway Alliance. The Ministry of Transportation and Infrastructure (MOTI) launched Pacific Gateway 2.0 on behalf of the Alliance to develop a renewed vision and future actions.

MOTI retained Colledge Transportation Consulting to develop the Pacific Gateway 2.0 strategy (PG2). Unlike the earlier work which focused on containers, the objective of PG2 was to address western Canadian commodity exports and the port and other transport infrastructure that they require.

Colledge Transportation Consulting retained Seaport to conduct a wide-ranging review of western Canadian commodity trade and the factors driving it. Seaport's work comprised:

- An overview of Canadian trade over the last decade.
- A careful look at China, the factors driving its demand for commodities and the potential limits to Chinese economic growth.
- A review of major industry sectors in western Canada and the outlook for their commodity trade.
- Projections of commodity trade via B.C. ports. Although the projections included containers, the focus was on commodity exports.

Start Year: 2011
Discipline Category: Terminal Operating Systems (TOS) & Other IT
Activity type: Container
Region: Europe
Location: Spain
Client: MSC Terminal Valencia
Title: TOS System Procurement and Contract negotiations

Description:

Seaport provided advice in connection the procurement and constructing an agreement (License and Maintenance & Support). The services include reviewing and supervise concerning License and Maintenance Agreement as well as providing guidance concerning developing the GAP Report to include general best practices, review and provide the necessary alterations to the Agreement to ensure that the Client is protected and that all Supplier's responsibilities hare outlined and that Tender/RFP Material, the Supplier Response, and the GAP Report, is clearly defined and unambiguous, etc.

Start Year: 2011
Discipline Category: Terminal Planning & Design
Activity type: Multiple
Region: Southeast Asia
Location: Indonesia



Client: Indonesia Port Corporation II (Pelindo II)
Title: Layout for Development of Kalibaru Container and Oil Terminals in Port of
Tanjung Priok

Description:

The Port of Tanjung Priok has a practical container terminal capacity of about 5 million TEU. The two major international terminals within the port are operated and minority owned by subsidiaries of Hutchison Port Holdings and Pelindo II has the majority interest in these terminals as required by Indonesian company law. Seaport provided the planning and layouts for Kalibaru terminal expansion to deliver 3 container terminals, 2 oil product terminals, a toll road and subsidiary infrastructure with total investment of US\$5 billion. Phase 1 of the project will provide 4.5 million TEU of new container terminal capacity in the next few years and the ultimate capacity of the port will be some 18 million TEU. The expansion will provide facilities for the largest container ships in the world container trade.

Start Year: 2011
Discipline Category: Terminal Planning & Design
Activity type: Container
Region: North America
Location: Nuuk, Greenland
Client: Royal Arctic Line
Title: Master Plan, Terminal Planning and Design

Description:

In close collaboration with the Client, Seaport determined the terminal location, shape and orientation, as well as carried out the operations design, including equipment selection, and IT system advice. Further, Seaport coordinated the design team responsible for developing 3D designs and 3D animations.

Start Year: 2011
Discipline Category: Terminal Planning & Design
Activity type: Multiple
Region: South Asia
Location: Bangladesh
Client: Ananda Group
Title: Planning and Design of Inland River Terminal and CFS-operation

Description:

Seaport carried out the planning and design and assisted in the economical and technical feasibility of developing an inland multipurpose terminal handling Containers, CFS operation, General Cargo, liquid and dry bulk. Based on a positive outcome of the feasibility study, Seaport will head the planning and Design team providing the conceptual, design specifications and detailed engineering design.



Start Year: 2011
Discipline Category: Terminal Planning & Design
Activity type: Container
Region: Europe
Location: Gothenburg, Sweden
Client: Skandia Container Terminal (SKCT)
Title: Planning of Rail Handling Expansion for SKCT Gothenburg

Description:

Seaport provided the design and planning for expanding the volume throughput capacity of the rail handling area of SKCT. Seaport delivered a service that provide SKCT with a planning and design of the expansion, specification of rail cranes, and operations methodology.

- The first step was provide SKCT with the optimum layout for the rail handling area and handling under the rail-RMGs, impact on the rail handling capacity and container terminal capacity and logistics.
- The second step was to provide SKCT with the best procedures (order and steps) for a smooth transition from today's railhead to the future railhead. This included considerations concerning construction phasing, finding alterative rail capacity at external rail handling areas, estimating additional resource consumption during the construction, as well as the optimization of the project schedule.

Seaport provided the design and planning for expanding the volume throughput capacity of the rail handling area of SKCT. Seaport delivered a service that provide SKCT with a planning and design of the expansion, specification of rail cranes, and operations methodology.

- The first step was provide SKCT with the optimum layout for the rail handling area and handling under the rail-RMGs, impact on the rail handling capacity and container terminal capacity and logistics.
- The second step was to provide SKCT with the best procedures (order and steps) for a smooth transition from today's railhead to the future railhead. This included considerations concerning construction phasing, finding alterative rail capacity at external rail handling areas, estimating additional resource consumption during the construction, as well as the optimization of the project schedule.

Start Year: 2010
Discipline Category: Market & Feasibility Studies
Activity type: Container
Region: Caribbean and Central America
Location: Puerto Rico
Client: Picerne Development
Title: Development of the Port of the Americas



Description:

Picerne Development, a major real estate developer, appointed Seaport to examine the feasibility of taking over expanding and operating a port close to land they own in Puerto Rico. The work involved developing a traffic and tariff forecast for the port, identifying a strategy through which they could bring partners with additional sector expertise into their team and finally assisting them to implement that strategy. Picerne are now in discussions with potential partners related to the potential to develop the port.

Start Year: 2010
Discipline Category: Market & Feasibility Studies
Activity type: Container
Region: Southeast Asia
Location: Tanjung Priok, Indonesia
Client: Indonesia Port Corporation II (Pelindo II)
Title: Feasibility Study of Expanding the Port of Tanjung Priok

Description:

The operator of Indonesia's largest port appointed Seaport to undertake a range of studies that look at the market for the port and development options. Starting with an initial review of the "big picture" options Seaport identified one specific site of particular interest for a major extension of the port. The operator extended the work to provide a detailed feasibility study for a proposed development that should add 2 to 3 million TEU of additional container handling capacity to the port in the next five years.

Start Year: 2010
Discipline Category: Market & Feasibility Studies
Activity type: Multiple
Region: Africa
Location: Angola
Client: US Trade Development Administration
Title: Identification of Port and Railroad Infrastructure Projects

Description:

Seaport conducted a definitional mission to ascertain likely future infrastructure projects in the Angola port and railroad sectors. These were opportunities for US aid and private investment, ranging from construction of new infrastructure and purchasing of new equipment, to training, introduction of new technologies and various operational improvements. The assignment involved analysis of local and regional trade, port competitiveness, levels of service and growth, rail traffic prospects and the status of new rail construction. Emphasis was on analysis of container terminal operations in Luanda and Lobito, linkages with truck and off-dock operations, port rail infrastructure adequacy and a broad assessment of current port and terminal operations in light of global standards. The end product was formulation of the technical aspects of Terms or Reference for future release by US TDA.



Start Year: 2010
Discipline Category: Market & Feasibility Studies
Activity type: Container
Region: Caribbean and Central America
Location: Panama
Client: Ausenco Sandwell for Confidential Client
Title: Pre-Feasibility Study of Container Terminal

Description:

Seaport conducted market analysis and operations costing as part of a pre-feasibility study of a new container terminal in Panama. The work included analysis of regional transshipment operations and trading patterns, effects of Panama Canal expansion, evaluation of alternative terminal layouts, operating methods and costs, and identification of candidate lines and terminal operators.

Start Year: 2010
Discipline Category: Market & Feasibility Studies
Activity type: Multiple
Region: North America
Location: Vancouver, Canada
Client: SRY Rail Link
Title: Review of Vehicle Handling Market in the Vancouver Area

Description:

Seaport developed a review and forecast of the overall light vehicle handling market in the Vancouver area. This encompassed the distribution of domestic vehicles to British Columbia destinations, and the import of vehicles and their distribution to British Columbia, Western Canada and Central Canada markets.

Start Year: 2010
Discipline Category: Operations, Support & Training
Activity type: Container
Region: Europe
Location: Sweden
Client: Scandia Container Terminal
Title: Capacity Constraint Analysis and Evaluation

Description:

Scandia Container Terminal was challenged by very long truck turnaround times. Seaport was asked to perform an analysis of the operation, including equipment dispatching and operations planning. Seaport



Innovations provided guidance on how to reduce truck turnaround times without incurring additional costs.

Start Year: 2010
Discipline Category: Operations, Support & Training
Activity type: Container
Region: Europe
Location: Sweden
Client: Container Terminal, Gothenburg Port
Title: Management Coaching

Description:

In connection with the new organizations structure recommended by Seaport, Seaport was requested to coach the container terminal management team with the fine-tuning the organization structure, responsibility split, and communication.

Start Year: 2010
Discipline Category: Operations, Support & Training
Activity type: Multiple
Region: South America
Location: Barranquilla, Colombia
Client: Sociedad Portuaria Regional de Barranquilla (SPRB)
Title: Operations Analysis

Description:

Seaport carried out for SPRB an operations analysis to identify bottlenecks, check operational capabilities and understanding of mixed cargo operations, and create a "game plan" for improvements for SPRB operations. The outcome of the operations analysis includes recommendations and to identify the next steps for process optimization, modified Standard Operating Procedures (SOP), job descriptions and possible organizational changes.

Start Year: 2010
Discipline Category: Port Master Plans
Activity type: Multiple
Region: Southeast Asia
Location: Klang, Malaysia
Client: Port Klang
Title: Port Klang Master Plan

Description:



Port Klang has grown successfully from a relatively small regional port to a major transshipment centre over the last twenty years. It sought to plan further expansion and has developed a Master Plan for the physical development of the port that matches the potential demand for port services from the domestics, regional and international markets. Seaport's work involved a review of potential competition to Port Klang to identify the strengths weaknesses, opportunities and threats to the port as it develops over the next twenty years.

Start Year: 2010
Discipline Category: Strategic Advice & Litigation Support
Activity type: Multiple
Region: Southeast Asia
Location: Singapore
Client: Singapore Competition Commission
Title: Review of Block Exemption from Singapore Competition Law for Liner Shipping

Description:

Seaport worked as part of a team employed by Singapore Competition Commission and including Hackett Associates and led by GHK Hong Kong Ltd to study the potential to renew the block exemption from competition law enjoyed by container shipping companies in Singapore. The work Seaport undertook included the preparation of position papers on the approaches taken in other jurisdictions to continuing, amending or removing the exemption. Seaport also interviewed shippers and shipping lines as part of an extensive stakeholder consultation exercise.

Start Year: 2010
Discipline Category: Terminal Operating Systems (TOS) & Other IT
Activity type: Container
Region: Europe
Location: UK
Client: PD Ports
Title: Negotiations, Migration and Implementation Support of TOS

Description:

PD Ports migrated from its current Terminal Operating System (TOS) to a new and more advanced TOS. In this connection Seaport revised and produced new Standard Operating Procedures (SOPs) and job descriptions (JD). Further, Seaport trained the management and the operations organization ensuring that PD Ports is fully prepared for "go live" introduction of the new TOS. Seaport has been requested to advise PD Ports in their negotiations with TOS suppliers and in assisting with drafting and negotiating the agreements.



Start Year: 2010
Discipline Category: Terminal Operating Systems (TOS) & Other IT
Activity type: Container
Region: South Asia
Location: Bangladesh
Client: Confidential
Title: TOS Supplier Negotiations

Description:

In connection with a new inland river terminal, the Client was interested in a new Terminal Operating System (TOS) having sufficiently advanced functions to permit best-practice terminal and container freight station operations. Seaport supervised and guided the negotiations with the TOS suppliers, insuring that the client achieved good conditions and a delivery that lived up to the specifications.

Start Year: 2009
Discipline Category: Market & Feasibility Studies
Activity type: Multiple
Region: North America
Location: Alberta, Canada
Client: Colledge Transportation Consulting Inc. for Port Alberta
Title: Business Proposition for Inland Port

Description:

Seaport worked with Colledge Transportation Consulting Inc. (CTC) on the business proposition for Port Alberta. Other consultants involved on the project included GHK (economic outlook) and Stantec (infrastructure engineering). The development of the business proposition involved extensive consultations with government agencies, intermodal service providers, railroads, trucking companies and industries in the greater Edmonton area. It also involved estimating the market values and costs of potential Port Alberta services to determine its value proposition to customers.

Start Year: 2009
Discipline Category: Market & Feasibility Studies
Activity type: Container
Region: Caribbean and Central America
Location: Panama
Client: Neptune Orient Line / American President Line
Title: Pre-feasibility Study for Container Terminal in Panama

Description:



American President Line, one of the world's leading container shipping companies, appointed Seaport to undertake a pre-feasibility study for a container terminal in Panama. The proposed terminal has 650 m of quay length and 60 ha of supporting container storage. It is accessed through a 1,800 km long approach channel cut through coral and is capable of accepting super post-Panamax container ships. The study included cost estimates and due diligence reviews of the site which is currently owned and operated by a Panamanian developer.

Start Year: 2009
Discipline Category: Operations, Support & Training
Activity type: Container
Region: Europe
Location: Sweden
Client: Container Terminal and CFS at Port of Gothenburg
Title: Develop Operations Strategies and Standard Operating Procedures for Terminal Operation

Description:

Due to the complexity of the services required for the terminal and the introduction of new working methods, Seaport was requested to develop operations strategies for the terminal operation. In addition to this Seaport was requested to develop standard operating procedures for various processes in the operations department and to guide terminal management in reorganizing operations.

Start Year: 2009
Discipline Category: Operations, Support & Training
Activity type: Container
Region: Europe
Location: Sweden
Client: Container Terminal and CFS at Port of Gothenburg
Title: Management consultancy towards organizational changes

Description:

In connection with the implementation of the new terminal operating system in the port of Gothenburg, the organization had to be aligned towards the new procedures and job responsibilities. Seaport took the lead in guiding the staff in these changes as well as assisted the terminal management in modifying organizational structure during project implementation.

Start Year: 2009
Discipline Category: Operations, Support & Training
Activity type: Container



Region: Africa
Location: City Deep, South Africa
Client: Transnet
Title: Streamlining the Operation and Connecting with Seaports

Description:

Seaport developed improved connections among the City Deep Inland Container Depot (ICD) and other IDC and marine terminals in South Africa. This consisted of the following services:

- Development of new operations procedures
- Specifications of new IT systems for the port
- Development of business processes and procedures for connecting with the other IDCs and marine terminals in South Africa.

Start Year: 2009
Discipline Category: Port Master Plans
Activity type: Multiple
Region: South Asia
Location: India
Client: All Cargo
Title: Master Plan Study on a Port, Shipyard and Special Economic Zone

Description:

The intent of the developer was to create a new Singapore or Dubai. The study concluded that the project was feasible and Seaport was appointed to prepare the project development program and assist the developer identify and negotiate with key co-investors and potential tenants of the SEZ and port. The intent of the developer was to create a new Singapore or Dubai. The study concluded that the project was feasible and Seaport was appointed to prepare the project development program and assist the developer identify and negotiate with key co-investors and potential tenants of the SEZ and port.

Seaport's work involved:

- Preparation of conceptual ideas for development of area including zoning of area for different land uses.
- Land acquisition assessment.
- Traffic forecast for long term development.
- Identification of potential collaborators and investors.
- Definition of project schedule.

Start Year: 2009
Discipline Category: Port Master Plans



Activity type: Multiple
Region: Southeast Asia
Location: Indonesia
Client: Australian Aid for Government of Indonesia
Title: National Port Master Plan for Indonesia

Description:

The new Shipping Law, No. 17/2008 requires that a National Port Master Plan for Indonesia be developed. The responsible body, Directorate General of Sea Transportation (DGST), had never prepared such a plan before.

Seaport was appointed to provide assistance to DGST in the preparation of a vision for the ports and Indonesia and policies through which the vision could be brought to reality.

The support provided included:

- Advice and support in the development of long-term market demand forecast for port services across Indonesia
- Structuring the plan and giving guidance to management of the plan's development
- Developing capacity in DGST, especially that for private-sector participation in the ports
- Facilitating the team to prepare the plan and get input from other departments of the Government of Indonesia
- Workshops supplemented by technical papers that dealt with port land rights and acquisition, public-private partnerships in port development, private sector involvement in Indonesian ports, competition laws and competition in ports, port investment needs, methods of port financing, divestiture of small ports to counties and municipalities and port labour.

Start Year: 2009
Discipline Category: Port Master Plans
Activity type: Container
Region: Southeast Asia
Location: Cai Mep, Vietnam
Client: CMA-CGM, Terminal Link
Title: Review of Terminal Operations Design and Optimization

Description:

The terminal arm of CMA-CGM, Terminal Link, was planning the construction of a 2.4 million TEU terminal in Cai-Mep, with operations starting in 2014. Seaport developed the terminal master plan and provided a development strategy through the initial construction period. Furthermore, Seaport performed a review of terminal operations design to optimize operations processes and the terminal layout. Seaport provided a terminal layout and a detailed gate design. Detailed development phasing was included to cover the gate layout, location of additional facilities, footprints of buildings, parking areas and pavement markings, and calculation of volume capacities.



Start Year: 2009
Discipline Category: Port Privatization, Concessions & Acquisitions
Activity type: Container
Region: Europe
Location: Sweden
Client: Container Terminal and CFS at Port of Gothenburg
Title: Concession Agreement Review

Description:

Seaport reviewed the concession agreement drafted by a prominent consultancy. Seaport's assignment involved the contract, strategic considerations and in advising the management board concerning the consequences and risks of the current draft and to provide suggested changes.

Start Year: 2009
Discipline Category: Strategic Advice & Litigation Support
Activity type: Container
Region: Southeast Asia
Location: Penang, Malaysia
Client: Penang Port Sdn Bhd
Title: Development of Marketing Plan and Strategy for Penang Port

Description:

Penang Port added major new container handling capacity. Looking to improve their market development program they appointed Seaport to assist in developing their marketing team. Using a three pronged approach Seaport led a market development initiative using existing staff, implemented a capability development program and upgraded the customer relationship management systems of the port. Particular successes of the work were to move the port towards emphasizing the importance of their relationships with container shipping lines and the development of a formal process for developing and implementing "business capture" plans. Seaport also developed a container traffic forecast for Penang Port.

Start Year: 2009
Discipline Category: Terminal Operating Systems (TOS) & Other IT
Activity type: Container
Region: Africa
Location: South Africa
Client: City Deep Terminal, Transnet
Title: Coaching and Securing Quality on Terminal Operating System (TOS) implementation

Description:

In connection with the advanced modules to be developed and delivered by the TOS supplier, the terminal lacked staff expertise in advanced operations processes and procedures. Seaport's responsibility was to



assist project management in defining the development of these advanced software features and prioritizing their development for the benefit of the terminal.

Start Year: 2009
Discipline Category: Terminal Operating Systems (TOS) & Other IT
Activity type: Container
Region: Europe
Location: The Netherlands
Client: Global Terminal Operator (Confidential)
Title: Evaluation and Recommendation of IT system for Global Operator

Description:

Seaport was the main contractor and leading company in the study of a large IT system for the global terminal operator's assets. Seaport carried out the Request for Information (RFI) and Request for Proposal (RFP) process, as well carrying out vendor workshops, system capability analysis, assessing the strategic fit of the vendor and of their financial standings.

Start Year: 2009
Discipline Category: Terminal Operating Systems (TOS) & Other IT
Activity type: Container
Region: Europe
Location: The Netherlands
Client: One of the 5 Largest Global Terminal Operators (Confidential)
Title: Evaluation and Recommendation of IT system for Global Operator

Description:

Seaport was the main contractor and leading company in the study of a large IT system for the global terminal operator's assets. Seaport carried out the Request for Information (RFI) and Request for Proposal (RFP) processes, and also conducted vendor workshops, system capability analyses, and assessment of the strategic fit of the vendor and their financial standings.

Start Year: 2009
Discipline Category: Terminal Operating Systems (TOS) & Other IT
Activity type: Container
Region: Africa
Location: Namibia
Client: Namport
Title: Operations Management Support during implementation of TOS

Description:



Namport was migrating from General Cargo Operating System (GCOS) to SPARCS N4 and there is a long road ahead for the port in connection with revising and producing Standard Operating Procedures (SOPs), Job Descriptions (JD) and organizational changes to the operations department. In this connection, Seaport assisted with revising the SOPs and JDs and suggested necessary organization changes to prepare for the new working practices and streamlined processes implemented in connection with the implementation of the new TOS.

Start Year: 2009
Discipline Category: Terminal Planning & Design
Activity type: Container
Region: South Asia
Location: Bangladesh
Client: RPL
Title: Design for Inland River Container Terminal and CFS, Operations planning, TOS

Description:

Seaport provided a complete terminal layout and defined a container handling system, operations strategy and organizational model for this project. Seaport provided alternative integrated terminal and container freight station (CFS) layouts where the CFS operation is fully integrated with the container terminal and where transport efficiency between the two operations is optimal.

Start Year: 2009
Discipline Category: Terminal Planning & Design
Activity type: Container
Region: South Asia
Location: Bangladesh
Client: RPL
Title: Design for Inland River Container Terminal and CFS, Operations planning, TOS.

Description:

Seaport was requested to provide a complete terminal layout, define a container handling system, operations strategy and organizational model for this project. Seaport provided alternative integrated terminal and Container Freight Station (CFS) layouts where the CFS operation is fully integrated system-wise with the container terminal and where transport efficiency between the two operations is optimal.

Start Year: 2009
Discipline Category: Terminal Planning & Design
Activity type: Container
Region: South Asia



Location: Bangladesh
Client: Summit Alliance Port Limited
Title: Supervision, Planning, Organization and TOS specifications

Description:

Seaport provided assistance to design, plan, and implement a second inland river container terminal and Container Freight Station (CFS) in Bangladesh, with a capacity of 200,000 TEU. Seaport had responsibility for providing terminal planning and design, making recommendations concerning handling equipment, terminal management organization and IT systems specifications, and assisting management. Seaport provided alternative integrated terminal and CFS layouts in which the CFS operation was fully integrated with the container terminal, optimizing transport efficiency between the two components of the facility.

Start Year: 2008
Discipline Category: Financial Evaluations
Activity type: Container
Region: North America
Location: British Columbia, Canada
Client: Confidential
Title: Financial Evaluation of New Container Terminal

Description:

Seaport updated the financial model for this continuing project, adapted the model to reflect the client's present circumstances and planned operating system, and estimated operating and equipment costs. Seaport worked with the client to establish the financial performance of the terminal and to negotiate the concession terms with the host port authority.

Start Year: 2008
Discipline Category: Market & Feasibility Studies
Activity type: Cruise
Region: Southeast Asia
Location: Bali, Indonesia
Client: Vita Baruna Indonesia
Title: Bali Cruise Terminal

Description:

Seaport was appointed by the Bali Cruise Terminal to set up the operations of the new cruise terminal at Bali, Indonesia. A detailed business plan for the Bali Cruise Terminal (BCT) was written in order to:

- Develop appropriate shore excursions at all locations;



- Ensure that the terminal facilities and shore support were put in place to provide safe, secure and effective landing places;
- Grow public private partnerships that bring together local Government and people to benefit from the terminals;
- Support the Indonesian department of Tourism to market the archipelago as a destination for cruise ships.

Start Year: 2008
 Discipline Category: Market & Feasibility Studies
 Activity type: Container
 Region: North America
 Location: Vancouver, Canada
 Client: Fraser Surrey Docks
 Title: Container Market for Draft-Constrained River Port

Description:

Seaport evaluated the potential market for the draft-constrained Fraser Surrey Docks container terminal located on the Fraser River. The terminal is located in an area with an extensive and growing container trade but faces competition from deep-sea terminals without practical draft constraints in the Vancouver market area. The work focused on the design and actual service drafts of container ships calling at the port, trends in container ship fleet development and a strategy for the river terminal to expand its market.

Start Year: 2008
 Discipline Category: Market & Feasibility Studies
 Activity type: Container
 Region: South America
 Location: Colombia
 Client: Seabulk Systems Inc. for Capital Fusion Group
 Title: Feasibility Study of New Port

Description:

Seaport investigated the container market on the Caribbean coast of Colombia and developed outline specifications of a container terminal for the first phase of the project, a valuation study of the port site. The project was expected to proceed subsequently to a prefeasibility study and full feasibility study.

Start Year: 2008
 Discipline Category: Market & Feasibility Studies
 Activity type: Multiple
 Region: Southeast Asia



Location: Java, Indonesia
Client: Kendal Regency
Title: Kendal Port Development

Description:

Seaport in collaboration with a local consulting engineer undertook a prefeasibility study to identify if there was an economic and commercial case for developing a port at Kendal in Central Java Province. The province is served at present by the Port of Semarang which has capacity and congestion issues; it also has major flooding and ground settlement problems. The study investigated the market for port services in the province. It identified an outline master plan for the development of Kendal Port from a local ferry port into a major international port with container, bulk and liquid bulk facilities. The study concluded by examining the commercial and economic benefits of the port. The study showed that there was a case for the development and it recommended an Action Plan to progress its development.

Start Year: 2008
Discipline Category: Market & Feasibility Studies
Activity type: Container
Region: North America
Location: United States
Client: TBA Inc. for Riverport Railroad L.L.C.
Title: Review of Chicago Area Container Market

Description:

Seaport conducted a review of the intermodal container market in the Chicago area for TBA Inc. who in turn was advising Riverport Railroad L.L.C., a short-line railroad operator and property developer in the Chicago area. The work included:

- Overview of world and North American container traffic.
- Factors affecting North American growth patterns, such as the Panama Canal expansion and the development by major importers of large distribution centers.
- Forecasts of North American container traffic growth.
- Flows of interior-point intermodal containers and the roles of ports, railroads and inland intermodal centers in them.
- Review of intermodal facilities in the Chicago area and the roles of the new intermodal industrial parks under development.
- Potential markets for Riverport.

Start Year: 2008
Discipline Category: Market & Feasibility Studies
Activity type: Container
Region: North America



Location: Mexico
Client: TBA Inc. for Ocupa
Title: Review of Manzanillo, Mexico Container Market

Description:

Seaport conducted a review of the container trade for TBA Inc. which in turn was advising Ocupa, a container terminal operator in the Port of Manzanillo, Mexico. The work included:

- Review and projection of the container market in Manzanillo and the West Coasts of Central and South America.
- Development of shipping line service patterns in Manzanillo and Balboa, Panama, the principal container transshipment port on the West Coast of Latin America. Review of the ports on the West Coast of South America, principally the ports of Callao, Peru and Guayaquil, Ecuador which have high traffic volumes and whose limitations constrain the vessels used on many trades on the West Coasts of Central and South America to geared sub-Panamax ships.
- Review of the impact of the Panama Canal expansion on the region's container trade.
- Implications of the changing trade patterns for the terminal operator.

Start Year: 2008
Discipline Category: Market & Feasibility Studies
Activity type: Multiple
Region: World
Location: World
Client: Babcock & Brown
Title: Review of World Maritime Trade

Description:

Seaport developed a review of overall world maritime trade to provide background to Babcock & Brown for their port infrastructure investments. The work investigated the relationship between the principal maritime trades and economic growth and the growth rates and persistence of growth over time of the trades. The review addressed major bulks (iron ore, coal and grain), container and break-bulk cargoes.

Start Year: 2008
Discipline Category: Operations, Support & Training
Activity type: Container
Region: East Asia
Location: Busan, Korea
Client: BNCT
Title: Advisory and Supervision on First Automated Terminal in Korea

Description:



In connection with the design of the first automated container terminal in Korea, Seaport provided the following services:

- A second opinion on IT systems and equipment specifications
- New terminal design with optimized logistics and automated yard
- Description and optimization of new operations processes and procedures

The advice and products delivered were based on lessons learned from other automated terminals worldwide.

Start Year: 2008
Discipline Category: Operations, Support & Training
Activity type: Multiple
Region: Europe
Location: Sweden
Client: Ro/Ro and General Cargo Terminal at Port of Gothenburg
Title: Design of Operation Processes for Ro/Ro Terminal

Description:

In connection with the implementation of new operating systems at all the terminal operations in the Port, the Port requested Seaport to redesign and describe its operations processes to avoid implementing inefficient processes in the Terminal Operating System. More potential improvements have been identified, which Seaport will assist the port in implementing in the coming years.

Start Year: 2008
Discipline Category: Operations, Support & Training
Activity type: Container
Region: Europe
Location: Sweden
Client: Container Terminal and CFS at Port of Gothenburg
Title: Develop Job Descriptions for Operations Department

Description:

In connection with the reorganization of the operations organization and the introduction of new working methods, Seaport was requested to develop job description for various functions in the operations department



Start Year: 2008
Discipline Category: Operations, Support & Training
Activity type: Multiple
Region: Europe
Location: The Netherlands
Client: TBA BV, The Netherlands
Title: Study on Security Initiatives for Ports and Terminals

Description:

Since 9/11, many security initiatives have been put forth to secure ports against future terrorist attacks. Some of the initiatives currently ongoing are the ISPS code and the Container Security Initiative and Secure Freight Initiatives (initiated by the US Department of Homeland Security). Seaport provided a study of upcoming security initiatives to be implemented in the Netherland's ports and terminals, such as scanning and detecting weapons and nuclear materials. Further, Seaport was provided a detailed gate design and gate process design consisting of administrative and physical checks.

Start Year: 2008
Discipline Category: Port Master Plans
Activity type: Multiple
Region: South Asia
Location: India
Client: Adani Group / BMT Consultants
Title: Master Plan for Indian Port

Description:

Seaport was appointed to prepare a Master Plan to develop an existing port. The port handled a low volume of cargo using traditional methods. The work identified traffic that a renovated port could target. Plans of how this additional traffic could be handled without compromising the ability of the port to service its existing users were prepared. The financial viability of the expansion was assessed.

Start Year: 2008
Discipline Category: Port Master Plans
Activity type: Marina
Region: East Asia
Location: China
Client: Treasury Holdings (China) Ltd,
Title: Master Plan for Marina Development in China

Description:



Seaport was appointed to plan a marina and yacht development for Treasury Holdings near Qingdao, China. It is a prestige development that will change the nature of the area's water front. Seaport aided with market studies and in preparing the design for the marine facilities. The lead architect for the development was RTKL.

Start Year: 2008
Discipline Category: Port Privatization, Concessions & Acquisitions
Activity type: Multiple
Region: North America
Location: USA
Client: Babcock & Brown
Title: Acquisition of Break-Bulk Terminal Operating Company

Description:

Seaport provided commercial due diligence for an investment bank that was investigating the acquisition of a company that specialized in the operation of several break-bulk cargoes in one of the largest ports in the U.S. Seaport investigated the company's market and reviewed its operations.

Start Year: 2008
Discipline Category: Port Tariffs & Pricing
Activity type: Multiple
Region: South Asia
Location: India
Client: Jawaharlal Nehru Port Trust Mumbai
Title: Indian Tariff Regulations

Description:

The tariff regulating authority for ports in India has recently issued new guidelines on how a port tariff should be calculated. Seaport was appointed by JNPT, India's largest container port, to review the guidelines and develop a paper to identify the implications of the regulations on levels of tariff that could be charged by a concessionaire for JNPT's fourth container terminal. The work covered detailed financial modeling and sensitivity analysis.

Start Year: 2008
Discipline Category: Strategic Advice & Litigation Support
Activity type: Multiple
Region: Southeast Asia
Location: Sulawesi, Indonesia



Client: The Asia Foundation
Title: Assessment of Impact of New Port Law on Ports in Sulawesi

Description:

The Asia Foundation appointed Seaport to conduct a comprehensive study of all the ports in Sulawesi to identify the opportunities for improving port efficiency through Shipping Law No. 17/2008 that was introduced by the Government of Indonesia. The study reviewed the facilities, cargo throughput and potential of all the ports on Sulawesi, identified a range of practical ways that the new shipping law could improve port efficiency and effectiveness and made recommendations for the additional regulations and policy actions that are required to ensure that these improvements are achieved.

Start Year: 2008
Discipline Category: Strategic Advice & Litigation Support
Activity type: Multiple
Region: Middle East
Location: Saudi Arabia
Client: Arabian Capital
Title: Strategic Plan for a new Shipping Company

Description:

Seaport was appointed by an investor in Saudi Arabia to develop a Strategic Plan for a new shipping company. The conceptual idea of the proposed shipping company is to focus on the investment capability of investors in Saudi Arabia on the shipping market; more specifically on shipping oil, petrochemicals and natural gas.

This involved;

- Understanding of the market that the company will address
- Define the operating strategy of the company
- Make an assessment of the performance of the company over the first three years
- Outline an action plan for the creation of the company

Start Year: 2008
Discipline Category: Strategic Advice & Litigation Support
Activity type: Multiple
Region: Southeast Asia
Location: Indonesia
Client: Senada
Title: Capacity Development to Support Implementation of Port Authorities

Description:



A cornerstone of a new Government policy for the port sector in Indonesia is the creation of port authorities. These are to take a central role in the planning and strategic management of ports across the country. Seaport was appointed to examine how these port authorities could be brought into being, their roles designed and implemented. The scope of work included a detailed review of the enabling legislation, the development of a detailed description of the role of the port authority and the preparation of an action plan leading to the roll out of the new authorities across Indonesia. The work also assessed the level of resources that would be required to successfully implement the authorities, risk areas within the process, key supporting actions that needed to be taken and skill gaps within the department responsible for the implementation.

Start Year: 2008
Discipline Category: Terminal Operating Systems (TOS) & Other IT
Activity type: Container
Region: Australia, New Zealand and Pacific
Location: Auckland, New Zealand
Client: Port of Auckland
Title: Review of IT Request for Proposals (RFPs) for an Automated Terminal

Description:

Due to Seaport's experience in optimizing the operations processes in complex terminal operations (with many service areas such as container freight stations, fumigation, and inter-terminal transport) Seaport was invited to review the RFPs for the Terminal Operating System.

Start Year: 2008
Discipline Category: Terminal Operating Systems (TOS) & Other IT
Activity type: Container
Region: Europe
Location: Sweden
Client: Container Terminal and Container Freight Station at Port of Gothenburg
Title: Terminal Operating System (TOS) Testing and Implementation

Description:

Seaport acted as advisor to the project team concerning specifications and implementation of the Emulation testing tool. Upon implementation of the Emulation software, Seaport assisted with the testing and implementation of the TOS.

Start Year: 2008
Discipline Category: Terminal Planning & Design
Activity type: Container



Region: Europe
Location: Turkey
Client: Assan Port
Title: Design and Planning of Container Terminal

Description:

Seaport provided a terminal layout for the forthcoming Assan Port in Southern Turkey. The terminal, like most terminals in Turkey, has a narrow pier. The vessels are handled by mobile harbor cranes, while the yard is serviced by reach stackers and rubber-tired gantries.

Start Year: 2008
Discipline Category: Terminal Planning & Design
Activity type: Container
Region: Europe
Location: Turkey
Client: Evyap Port
Title: Design and Planning of Container Terminal

Description:

Seaport provided the master plan and terminal layout for an upcoming expansion. The vessels will be handled by gantry cranes and mobile harbor cranes, while the yard is serviced by reach stackers and rubber-tired gantries.

Start Year: 2008
Discipline Category: Terminal Planning & Design
Activity type: Container
Region: Europe
Location: Turkey
Client: Kumport Port
Title: Design and Planning of Container Terminal

Description:

Seaport provided the master plan, terminal phasing, and terminal layout for an expansion project in which the port would be expanded to three times its current volume capacity. The vessels will be handled by gantry cranes and mobile harbor cranes, while the yard is serviced by reach stackers and rubber-tired gantries.

Start Year: 2008
Discipline Category: Terminal Planning & Design



Activity type: Container
Region: Africa
Location: South Africa
Client: City Deep Rail Terminal
Title: Design of Rail Inland Terminal

Description:

In connection with a major volume expansion of the City Deep Rail Terminal south of Johannesburg, Seaport assisted in redesigning the terminal layout. The challenge was to achieve a significant increase in volume capacity without increasing the yard area.

Start Year: 2008
Discipline Category: Terminal Planning & Design
Activity type: Container
Region: Europe
Location: Kutno, Poland
Client: TBA BV, Netherlands and PCC Intermodal, Poland
Title: Design of Rail Inland Terminal

Description:

PCC Intermodal was planning to build more inland terminals in central Europe in coming years. PCC was interested in developing an optimized terminal layout that could be generally used in future terminals.

Seaport provided various design suggestions regarding:

- Connection to main rail lines
- Rail handling area
- Yard layout
- Most cost efficient handling technologies

Start Year: 2008
Discipline Category: Terminal Planning & Design
Activity type: Liquid bulk
Region: East Asia
Location: Hong Kong
Client: Jacobs Babbie
Title: Planning and Design of Bio Fuels Terminal

Description:

Seaport was appointed to support one of the world's leading engineering consultancies on the design of the marine facilities for a bio-fuel refinery in Hong Kong. The work included the specification of all cargo



handling equipment and the layout of the quayside including deck furniture. Seaport also prepared a detailed operating statement for the marine facilities.

Start Year: 2008
Discipline Category: Terminal Planning & Design
Activity type: Container
Region: South Asia
Location: Mundra, India
Client: TBA BV, Netherlands
Title: Planning of 5 Million TEU Facility

Description:

Seaport developed a terminal design that optimized logistics processes. A significant challenge was in how to arrange the rail-handling area for the large volumes while keeping driving distances short and without creating areas of congestion.

Start Year: 2008
Discipline Category: Terminal Planning & Design
Activity type: Container
Region: North America
Location: Mexico
Client: Ocupa Manzanilo
Title: Redesign of Terminal Yard

Description:

Seaport's assignment was to provide optimization of two handling technologies capable of achieving high stacking density. The challenge was the unusual shape of the terminal making it challenging to accommodate full Rubber-Tired Gantry and Rail-Mounted-Gantry operations.

Start Year: 2008
Discipline Category: Terminal Planning & Design
Activity type: Container
Region: Australia, New Zealand and Pacific
Location: Otago, New Zealand
Client: Otago Container Terminal
Title: Terminal Design

Description:



Seaport developed optimized layouts for three handling systems (Rubber-Tired Gantry, Cantilever Rail-Mounted Gantry, and straddle carrier) for a medium-sized terminal. The result was a layout with good terminal logistics processes and high stacking capacity.

Start Year: 2008
Discipline Category: Terminal Planning & Design
Activity type: Container
Region: South Asia
Location: Mundra, India
Client: Mundra Southport
Title: Terminal Design of 5 Million TEU Facility

Description:

Seaport developed a terminal design that optimized logistics processes. A significant challenge was in how to arrange the rail-handling area for the large volumes while keeping driving distances short and without creating areas of congestion.

Start Year: 2008
Discipline Category: Strategic Advice & Litigation Support
Activity type: Container
Region: North America
Location: Vancouver, Canada
Client: Vancouver Fraser Port Authority
Title: Review of Pending Sale of Hapag-Lloyd Container Line

Description:

Seaport prepared for Vancouver Fraser Port Authority a review of the pending sale of Hapag-Lloyd by its parent TUI AG. The focus was on potential buyers, the changes that they would likely make to Hapag-Lloyd and the implications of the sale for VFPA's market which Hapag-Lloyd serves as a member of the Grand Alliance.

Start Year: 2007
Discipline Category: Intermodal & Logistics
Activity type: Dry bulk
Region: Caribbean and Central America
Location: Panama
Client: Sandwell Engineering Inc. for Teck Cominco Limited
Title: Evaluation of Mine Supply Logistics

Description:



Seaport reviewed the marine supply logistics for a new copper mine in northern Panama. Seaport developed a schedule of mine construction and operating supplies, reviewed regional ports and logistics bases, evaluated fuel oil supply and marine transport options and outlined the specifications of the supply vessels the mine's port should be built for.

Start Year: 2007
Discipline Category: Market & Feasibility Studies
Activity type: Container
Region: Europe
Location: Sweden
Client: Port of Gothenburg
Title: Forecast of Baltic Container Port Market

Description:

Seaport reviewed the Nordic and Baltic container port market and developed forecast of traffic growth for the region. Seaport also evaluated the competitiveness of Gothenburg as a transshipment port with the major European hub ports.

Start Year: 2007
Discipline Category: Operations, Support & Training
Activity type: Container
Region: Europe
Location: Sweden
Client: Container Terminal at Port of Gothenburg
Title: Organization Redesign

Description:

Seaport advised on redesigning the operations organization, the operation and the business processes according to international best practice. The result of Seaport's involvement has been a container yard and container freight station set up for high-performance operation.

Start Year: 2007
Discipline Category: Port Master Plans
Activity type: Multiple
Region: Europe
Location: Norway
Client: Port of Larvik
Title: Master Plan Development

Description:



Seaport developed the master plan for the Port of Larvik. The assignment involved designing future rail lines in the port, design of automated gates, simulation of quay capacity, and transition from reach stacker to straddle carrier operation.

Start Year: 2007
Discipline Category: Port Master Plans
Activity type: Liquid bulk
Region: Europe
Location: Vasilakos, Cyprus
Client: Vouros Consortium
Title: Master Plan for Liquid Bulk Hub

Description:

Seaport brought together a major tank terminal operator and a property and industrial developer to create an opportunity for the development of a major 3rd party tank terminal providing 2,000,000 m3 of storage in a strategic location in the Mediterranean.

The Master Plan of the development aims to provide a key trading hub similar to Singapore and will change the logistics pattern of the region over the next ten years.

Seaport's work involved:

- Site review.
- Structuring of agreement with investors.
- Traffic identification and forecasts.
- Planning of marine facilities.
- Discussions with national and local government related to permissions.
- Layout and design of tank farm.
- Construction and development program.
- Master Plan for the development of a major third party tank terminal.

Start Year: 2007
Discipline Category: Port Privatization, Concessions & Acquisitions
Activity type: Container
Region: North America
Location: Vancouver, Canada
Client: PSA International Pte Ltd
Title: Assistance with Container Terminal Tender

Description:



Seaport supported PSA International in its tender for a build-operate-transfer concession for the Terminal 2 container terminal at Roberts Bank in the Port of Vancouver.

Start Year: 2007
Discipline Category: Port Privatization, Concessions & Acquisitions
Activity type: Container
Region: North America
Location: U.S.A and Canada
Client: Babcock & Brown
Title: Evaluation of Acquisition of Maher Terminals

Description:

Seaport served as commercial advisors to Babcock & Brown for Maher Terminals, a company that held container terminal concessions in New York and Prince Rupert.

Services provided by Seaport:

- Review of world and North American container port market.
- Projections of North American container trade.
- Evaluation of commercial aspects of the target company and its operations.
- Development of financial pro forma analyses of the Prince Rupert container terminal concession.
- Presentations to financiers.

Start Year: 2007
Discipline Category: Port Privatization, Concessions & Acquisitions
Activity type: Multiple
Region: North America
Location: USA
Client: Babcock & Brown
Title: Evaluation of Acquisition of Port Terminal Operating Company

Description:

Seaport served as commercial advisors to an investment institution that was evaluating the acquisition of a break-bulk port terminal operating company. Services provided by Seaport included:

- Provision of general commercial due diligence.
- Review of market for company and break-bulk trades in which it engaged.
- Review of port operations.
- Discussions of company operations and prospects with owners.



Start Year: 2007
Discipline Category: Port Tariffs & Pricing
Activity type: Container
Region: North America
Location: Vancouver, Canada
Client: Vancouver Port Authority
Title: Update of Comparative Port Gateway Pricing Study

Description:

Seaport updated its 2006 evaluation of the regional competitiveness of Vancouver for the transit of containers from a shipping line's perspective. The comparative review included Fraser Port, Port of Seattle, Port of Tacoma and Port of Prince Rupert. The evaluation encompassed marine charges, pilotage and tugs, port authority and terminal operator fees.

Start Year: 2007
Discipline Category: Terminal Operating Systems (TOS) & Other IT
Activity type: Container
Region: Europe
Location: Sweden
Client: Container Terminal and CFS at Port of Gothenburg
Title: Procurement of Container Terminal and Ro/Ro Terminal Operating System

Description:

From April 2007 to July 2008, Seaport headed a project at the Port of Gothenburg that involved the procurement of a container terminal operating system, a container freight station operating system, and a rail and truck appointment system. The project assignment included identifying organizational changes, analyzing suppliers' capabilities and negotiating with those suppliers. Additionally, Seaport redesigned critical operations processes which Seaport assisted in implementing.

Start Year: 2007
Discipline Category: Terminal Planning & Design
Activity type: Container
Region: Africa
Location: Richards Bay, South Africa
Client: Transnet/SAPO
Title: Design of 3 Million TEU Terminal

Description:

Seaport developed in collaboration with Transnet a detailed terminal design for a high-density RTG operation capable of accommodating an annual volume of 3 million TEU. Furthermore, Seaport developed in collaboration with Transnet a master plan for the port with a total capacity of 20 million TEU.



Start Year: 2007
Discipline Category: Terminal Planning & Design
Activity type: Container
Region: Africa
Location: Cape Town, South Africa
Client: Transnet/SAPO
Title: Develop Layout and Design Paper

Description:

Cape Town had decided to transform their existing indirect straddle carriers operation into a rubber-tired gantry or cantilever rail-mounted gantry operation with a volume capacity of 3 to 4 times that of the current straddle carrier operation. In this connection, Seaport developed, in collaboration with Transnet, an optimum terminal layout and detailed designs. The work included developing various layout alternatives for the various operations and a detailed transition (phasing) plan, detailed layout with pavement markings, and a comprehensive design paper with clear design instructions.

Start Year: 2007
Discipline Category: Terminal Planning & Design
Activity type: Container
Region: North America
Location: North America
Client: Confidential
Title: Evaluation of Container Terminal Development

Description:

Seaport developed general schemes for developing a container terminal with conventional and semi-automated operating systems in a North American environment. Seaport estimated operating costs of the two systems and developed pro forma financial analyses.

Start Year: 2007
Discipline Category: Terminal Planning & Design
Activity type: Container
Region: Europe
Location: Fredericia, Denmark
Client: Fredericia Shipping
Title: Layout Optimization of Existing Reach Stacker Operation

Description:

The terminal in Fredericia was handling only 35,000 TEU annually. The expected volume growth in the coming years would have resulted in a highly over-utilized yard. In this connection, Seaport was



requested to provide an optimized layout that would provide maximum stacking capacity and logistics efficiencies, but require only minimum investments.

Start Year: 2007
Discipline Category: Terminal Planning & Design
Activity type: Container
Region: Europe
Location: Sweden
Client: Port of Gothenburg
Title: Optimizing Container Terminal Layout

Description:

Gothenburg had experienced a stable volume increase in past years, and expected it to continue in the coming years. In this connection Seaport was invited to optimize the terminal and suggest improvements to operations procedures to accommodate the volume increase the coming five years.

Start Year: 2007
Discipline Category: Terminal Planning & Design
Activity type: Container
Region: Europe
Location: St. Petersburg, Russia
Client: TBA BV, Netherlands
Title: Planning of Large Multi Cargo and 2 Million TEU Container Operation

Description:

The current terminal operation was handling general cargo and few containers. However, the terminal operator was interested in determining the volume capacity potential and the financial implications. Seaport's assignment was to assist in developing a master plan with the aim of maximizing the volume throughput, without compromising on the handling costs.

Start Year: 2007
Discipline Category: Terminal Planning & Design
Activity type: Multiple
Region: Europe
Location: St. Petersburg, Russia
Client: Petrolesport
Title: Planning of Large Multi Cargo and 2 Million TEU Container Operation

Description:



The current terminal operation is handling general cargo and few containers. However, the terminal operator was interested in determining the volume capacity potential and the financials. Seaport's assignment was to assist in developing a master plan with the aim of maximizing the volume throughput, without compromising on the handling costs.

Start Year: 2007
Discipline Category: Terminal Planning & Design
Activity type: Container
Region: Africa
Location: Durban, South Africa
Client: Transnet/SAPO
Title: Review of Terminal Design in Existing Terminal

Description:

In connection with Pier 1's difficulty in reaching satisfactory productivities in the terminal, Seaport investigated reasons for the lack of productivity. The findings pointed in the direction of very short distances among equipment, containers, light poles, etc. Seaport subsequently developed a cost-efficient solution to the problem with the least disturbance to operations..

Start Year: 2007
Discipline Category: Terminal Planning & Design
Activity type: Container
Region: Africa
Location: Maydon Warf, South Africa
Client: Transnet/SAPO
Title: Terminal Design

Description:

Seaport developed a terminal design for a high-density rubber-tired gantry operation still allowing for smoothly functioning terminal processes.

Start Year: 2006
Discipline Category: Intermodal & Logistics
Activity type: Container
Region: Europe
Location: Turkey
Client: Maersk Procurement
Title: Sourcing and Optimization of Transportation Corridor

Description:



Seaport was asked to lead a transportation corridor sourcing (procurement) and optimization project in Turkey for one of the country's major transportation providers. Seaport's assignment was to manage the project procurement team's effort of bringing down costs by new contracts and identifying optimization potentials (e.g. optimum location of inland depots, triangulations and empty container positioning), developing new trucking contracts based on variable costs, and business processes.

Start Year: 2006
Discipline Category: Market & Feasibility Studies
Activity type: Multiple
Region: Middle East
Location: Abu Dhabi, UAE
Client: BMT Maritime Consultants for Mubadala Development Company
Title: Business Plan for Khalifa Port

Description:

Seaport prepared the traffic forecast and assisted BMT with other aspects of the strategy and business plan for Khalifa Port in Abu Dhabi. The port was to be a multi-purpose facility that handles container, break-bulk and bulk cargoes, in part for the adjacent Khalifa Port Industrial Zone, a free-trade area. As part of its work, Seaport evaluated alternatives for container terminal operations. The options included a commercial state company comparable to Dubai Ports World, a major international container terminal operating company and a major shipping line.

Start Year: 2006
Discipline Category: Market & Feasibility Studies
Activity type: Dry bulk
Region: Australia, New Zealand and Pacific
Location: Cape Preston, Australia
Client: Sandwell Engineering Inc. for CITIC Pacific Mining Management Pty Limited
Title: Cape Preston Iron Ore Port Development

Description:

CITIC Pacific Ltd, through its Australian subsidiary CITIC Pacific Mining Management Pty Limited (CP Mining), acquired an interest in an iron ore deposit in Western Australia that it is developing to supply the Chinese market. As the lead consultant on the project, Sandwell retained Seaport to:

- Review of options for bulk terminal agreements regarding the iron ore port at Cape Preston required by the development of the iron ore mine. The work involved review of multi-party bulk terminal agreements in use elsewhere in the world, development of an outline of a generic terminal agreement and evaluation of strategic options for the terminal and its agreement.
- Development of a draft terminal services agreement between CP Mining and a port terminal operator.



- Evaluation of alternative channel depths for the port. This work involved review of trends in the sizes and characteristics of large dry bulk carriers and the ship size distributions at world iron ore ports, estimates of ship size distributions at the Cape Preston port for various channel depths, estimates of vessel ownership, operating and charter costs, and evaluation of the economics of alternative channel depths by trading off port costs versus channel costs.
- Review of the steel industry in China and its supply chains for iron ore. This involved determining the location of the principal steel mills in China, defining their supply routes for internationally-purchased iron ore, determining the location and characteristics of the principal iron ore discharge ports in China and discussing the likely pattern of steel mill and related iron ore port development in China.
- Evaluation of alternatives for port development. These included direct-loading berths, offshore loading with a transfer device, and a combination of direct loading and offshore top-off services.

Start Year: 2006
 Discipline Category: Operations, Support & Training
 Activity type: Container
 Region: Europe
 Location: Copenhagen, Denmark
 Client: Copenhagen/Malmø Port
 Title: 240% Capacity Increase in Small Straddle Carrier Operation

Description:

The terminal was experiencing an increasing demand for yard stacking space. Seaport's assignment was to redesign the terminal layout, reorganize the stacking configuration, relocate and automate the gate, and optimize rail handling as well as the traffic to and from the rail lines. By using industry best practices for stacking configuration and new operations strategies the terminal stacking capacity was increased by 240%. The major capacity increase was achieved with only minor investments in new fencing and rearrangement of the light poles, and new pavement marking. The gates were designed according to the local customs requirements and automated to minimize the required gate labor.

Start Year: 2006
 Discipline Category: Port Master Plans
 Activity type: Container
 Region: Europe
 Location: Aalborg, Denmark
 Client: Aalborg Container Operation
 Title: Master Plan for Reach Stacker Operation

Description:



In connection with a new contract that Royal Arctic Line awarded to ACO, Seaport developed a master plan for ACO. The aim was to provide a terminal setup that would allow for high waterside performance and high service levels, as well as maximizing the volume capacity of the facility.

Start Year: 2006
Discipline Category: Port Privatization, Concessions & Acquisitions
Activity type: Multiple
Region: North America
Location: Vancouver, Canada
Client: Confidential
Title: Bid for Fraser Surrey Docks

Description:

Seaport served as commercial advisors to a port terminal operating company that was bidding for Fraser Surrey Docks Limited Partnership and IDC Limited Partnership. Seaport's role in the assignment included:

- Evaluation of alternative uses and business concepts for IDC.
- Evaluation of data room materials, attendance at management presentations and site inspections.
- Financial evaluations of FSD and IDC as a combined business.
- Advice on competitive aspects and bid prices for the assets.

Start Year: 2006
Discipline Category: Port Privatization, Concessions & Acquisitions
Activity type: Container
Region: Europe
Location: Portugal
Client: Babcock & Brown Infrastructure
Title: Commercial Due Diligence of Acquisition of Terminal Operating Company

Description:

Seaport conducted commercial due diligence regarding a possible acquisition of the terminal operating company by an investment bank that specializes in international infrastructure. Seaport prepared traffic forecasts for several ports operated by the company and reviewed the company's contracts with shipping companies and other customers. Although the terminal company handled a variety of cargoes, the emphasis was on containers.

Start Year: 2006
Discipline Category: Port Privatization, Concessions & Acquisitions



Activity type: Container
Region: North America
Location: Mexico
Client: CANAC Inc. for Baja California State Government
Title: Development of Punta Colonet Concession

Description:

Seaport served as technical port consultants on the development of the port, container terminal and railroad concession for Punta Colonet in Baja California, Mexico. Seaport's work involved:

- Review of market projections and financial modeling prepared by lead commercial consultant, Oliver Wyman (formerly Mercer Management Consulting).
- Advice regarding overall concession process.
- Participation in consultations with potential bidders for the concessions.
- Development of prequalification criteria.
- Preparation of technical sections of concession title agreements for the port and container terminal.
- Preparation of port technical sections of the bid documents.
- Development of proposal evaluation criteria.

Start Year: 2006
Discipline Category: Port Privatization, Concessions & Acquisitions
Activity type: Dry bulk
Region: North America
Location: Vancouver, Canada
Client: Babcock & Brown
Title: Preliminary Evaluation of Westshore Terminals Acquisition

Description:

Seaport served as commercial advisors to an investment institution that was considering a bid for the coal terminal business of Westshore Terminals Ltd. The work involved market reviews, examination of alternative configurations and uses of the terminal site and the terminal's ultimate capacity.

Start Year: 2006
Discipline Category: Port Tariffs & Pricing
Activity type: Multiple
Region: North America
Location: Vancouver, Canada
Client: Vancouver Port Authority
Title: Comparative Port Gateway Pricing Study

Description:



Seaport evaluated the regional competitiveness of Vancouver for the transit of containers from a shipping line's perspective and also break-bulk forest and steel products. In the case of containers the comparative review included Fraser Port, Port of Seattle and the Port of Tacoma and for forest products and steel, the principal break-bulk facilities within the Port of Vancouver and Fraser Port. The evaluation encompassed marine charges, pilotage and tugs, port authority and terminal operator fees, and in the case of containers intermodal rail activities. Seaport also developed a financial model for use by VPA to conduct comparative analysis and perform "what if" assessments.

Start Year: 2006
Discipline Category: Port Tariffs & Pricing
Activity type: Container
Region: North America
Location: British Columbia, Canada.
Client: TDK Logistics Ltd
Title: Development of Container Tariff

Description:

Seaport developed a tariff for the container storage depot established by TDK Logistics Ltd. The work included developing the structure of the tariff, drafting all clauses and sections and establishing individual rates for services.

Start Year: 2006
Discipline Category: Strategic Advice & Litigation Support
Activity type: Container
Region: North America
Location: Vancouver, Canada
Client: Fraser Surrey Docks Ltd.
Title: Detailed Proposal for Shipping Line

Description:

Seaport assisted Fraser Surrey Docks to develop a marketing strategy and prepared a detailed proposal for presentation to a container shipping line aimed to secure its traffic to this river port container terminal.

Start Year: 2006
Discipline Category: Terminal Operating Systems (TOS) & Other IT
Activity type: Container
Region: Europe
Location: Denmark



Client: IBM
Title: Advisor Concerning IT Implementation

Description:

IBM moved into the port and terminal industry as total technology integrators. Due to Seaport's expertise in operations design and planning of conventional and automated terminals, Seaport was asked to assist the company, ensuring that the company secured contracts and got a head start in the market. Seaport's role was to advise the company on project planning, execution and management, as well as on cost-efficient technology and automation.

Start Year: 2006
Discipline Category: Terminal Planning & Design
Activity type: Container
Region: Africa
Location: Ngqura, South Africa
Client: Transnet/SAPO
Title: Design Review of Ngqura

Description:

Seaport was assigned to provide comprehensive a design review of a 2 million TEU terminal, with clear suggestions to improvements, and highlight potential technical and operational risks.

Start Year: 2006
Discipline Category: Terminal Planning & Design
Activity type: Container
Region: Africa
Location: Durban, South Africa
Client: Transnet/SAPO
Title: Detailed Design of Durban Container Terminal (Straddle Carrier Operation)

Description:

Durban Container Terminal was facing major issues with truck volume and traffic constraints, equipment productivities, and complex cargo flows. Seaport assisted in providing a detailed terminal layout that would help achieve more stacking capacity, high equipment productivities and easy handling of trucks.

Start Year: 2006
Discipline Category: Terminal Planning & Design
Activity type: Container
Region: Southeast Asia



Location: Nakhon Sawan, Thailand
Client: Agri-Tec International Inc.
Title: Transformation of River Port into a Hub for Containerized Rice Exports

Description:

Seaport assessed the proposed suitability of the Kumnum Song Rice Port (KSRP) located on the Chao Phraya River in the city of Nakhon Sawan, Thailand to be transformed into an international multimodal hub (IMH) for the direct export of containerized rice via the Ports of Bangkok and Laem Chabang. Seaport's work involved assessing the rice trading practices and rice volume being exported from the region to define the rice market, establishing the framework for a business plan and developing a site layout plan for the IMH. Seaport also developed a container handling operating plan and estimated the container equipment requirements to enable KSRP to function competitively in accordance with established operating best practices for Inland Container Depots focused on serving exporters and also shipping lines.

Start Year: 2005
Discipline Category: Market & Feasibility Studies
Activity type: Dry bulk
Region: North America
Location: Canada
Client: Confidential
Title: Evaluation of Bulk Terminal

Description:

Seaport reviewed bulk commodity markets as part of an evaluation of a dry bulk terminal.

Start Year: 2005
Discipline Category: Market & Feasibility Studies
Activity type: Multiple
Region: North America
Location: British Columbia, Canada
Client: Terminal Operating Company
Title: Evaluation of Marine Terminal Site

Description:

Seaport evaluated capacity and expansion potential of a combined bulk and break-bulk cargo terminal the client was considering acquiring. Seaport evaluated the potential for break-bulk capacity increases within the existing terminal site and in conjunction with a vacant adjacent site. Seaport also prepared a conceptual layout of a container terminal on the site in conjunction with bulk handling.



Start Year: 2005
Discipline Category: Market & Feasibility Studies
Activity type: Ro-ro
Region: Middle East
Location: Abu Dhabi, UAE
Client: BMT Maritime Consultants for Mubadala Development Company
Title: Feasibility Study of Ferry Service

Description:

Seaport participated in a feasibility study of a regional ferry service in the Middle East. Seaport's principal work was in the area of ferry traffic projections.

Start Year: 2005
Discipline Category: Operations, Support & Training
Activity type: Container
Region: Europe
Location: Naples, Italy
Client: TFG
Title: Company Valuation and Operations Planning for Multi-Cargo Operator

Description:

Seaport was assigned to maximize the value of a multi-cargo operation in Naples and estimate the value of the company. The assignment involved delivering recommendations concerning investments in new infrastructure, superstructure and operations set up, as well as building financial models. The result was a significant capacity increase and unit cost reduction resulting in a company with significantly higher market value.

Start Year: 2005
Discipline Category: Port Tariffs & Pricing
Activity type: Multiple
Region: North America
Location: British Columbia, Canada
Client: Fraser River Port Authority
Title: Implementation of Tariff Schedule

Description:

Seaport assisted Fraser River Port Authority (FRPA) in implementing the tariff that Seaport developed for FRPA in 2004. Seaport's work included a review and update of comparative tariff rates, an evaluation of the market impact of the tariff, and development a strategy to introduce the tariff.



Start Year: 2005
Discipline Category: Strategic Advice & Litigation Support
Activity type: Multiple
Region: Caribbean and Central America
Location: Bridgetown, Barbados
Client: Barbados Port Inc.
Title: Review of Port Operations and Market

Description:

Barbados Port Inc. retained Seaport to review its port operations, labor agreement, traffic and market competition, and company bylaws. The work involved discussions with senior managers, preparation of divisional operating policies, recommendations regarding restructuring of operations, a review of the labor agreement with the port union, and an evaluation of the company bylaws created when Barbados Port Authority became a corporation. The market review comprised compilation of traffic statistics for regional ports, development of a matrix of container shipping services for the Caribbean region, benchmarking the Port of Bridgetown with selected regional ports for container handling performance and costs of services for container and cruise trades, an assessment of the container transshipment market for Bridgetown, and formulation of an overall competitive analysis.

Start Year: 2005
Discipline Category: Strategic Advice & Litigation Support
Activity type: Multiple
Region: North America
Location: British Columbia, Canada
Client: B.C. Wharf Operators Association Et Al
Title: Evaluation of Rail Service Issues at Marine Terminals

Description:

Seaport reviewed rail service issues at marine and off-dock terminals in the Greater Vancouver area. Information compiled from terminal operators and other sources was assembled into an overall picture of the level of and trends in rail service to the terminals.

Start Year: 2005
Discipline Category: Terminal Planning & Design
Activity type: Multiple
Region: Confidential
Location: Confidential
Client: Confidential
Title: Design and Planning of Multi Cargo Terminal

Description:



The project involved design, planning and investment analysis for building and operating a medium-sized combined multi-cargo terminal. As the terminal operator lacked confidence in market forecasts, Seaport was approached to come up with an innovative terminal design that would be able to handle multiple cargo types (bulk, Ro/Ro, and containers) as cost efficient as dedicated terminals.

Start Year: 2005
Discipline Category: Terminal Planning & Design
Activity type: Container
Region: Europe
Location: Aarhus, Denmark
Client: Confidential
Title: Design and Planning of Unmanned Straddle Carrier Terminal

Description:

As the concept of unmanned straddle carriers was still considered unproven and connected with high implementation risks due to the complexity of the control (IT) systems, Seaport was asked to act as advisor to the management team on the design and planning process, as well as the procurement of IT-systems and handling equipment.

Start Year: 2005
Discipline Category: Terminal Planning & Design
Activity type: Multiple
Region: North America
Location: British Columbia, Canada
Client: TDK Logistics Ltd.
Title: Expansion of TDK Site as Container Depot & Lumber Transfer Facility

Description:

Seaport prepared a site plan, developed equipment needs and operating procedures, and estimated container handling charges for an off-dock container storage depot and stuffing facility. The client was developing the facility as an adjunct to its existing CFS consolidation and distribution warehouse business.

Start Year: 2005
Discipline Category: Terminal Planning & Design
Activity type: Container
Region: North America
Location: British Columbia, Canada



Client: Bridge Terminal Transport Inc.
Title: Review of Proposed Container Transfer Facility

Description:

Seaport assisted the client to develop an expansion plan of its Vancouver off-dock container terminal to double its size and integrate a bulk transfer facility to handle specialty agricultural products from rail wagons directly to containers, or via storage bins or a bagging plant into containers. The work involved developing layout plans to harmonize the container handling activities with the bulk transfer facilities in a manner to optimize container capacity and traffic flows to avoid both traffic bottlenecks and operational conflicts.

Start Year: 2004
Discipline Category: Financial Evaluations
Activity type: Container
Region: North America
Location: British Columbia, Canada
Client: Vancouver Port Authority
Title: Financial Evaluation of Container Terminal

Description:

Seaport assisted a port authority with the parameters of a financial evaluation of a container terminal.

Start Year: 2004
Discipline Category: Intermodal & Logistics
Activity type: Multiple
Region: North America
Location: Mexico
Client: US Department of Agriculture
Title: US-Mexico Border Transportation Security Cost Assessment

Description:

In this project for the US Department of Agriculture, Seaport defined costs of trans-border shipping in light of post-September 11 border security requirements. The work included analysis of modal competition between barges on the Mississippi River system and direct rail in the export of US grains and overall transportation system costs of various modal combinations on different routes.

Start Year: 2004
Discipline Category: Market & Feasibility Studies
Activity type: Multiple



Region: Africa
Location: Madagascar
Client: US Trade Development Administration
Title: Analysis of Port and Tug and Barge System

Description:

Seaport participated in a US Trade Development Administration (TDA) Definitional Mission regarding multi-sector opportunities in Madagascar. The project involved analysis of ports and a tug and barge system business opportunity at the port of Mahajanga for US firms and suppliers.

Start Year: 2004
Discipline Category: Operations, Support & Training
Activity type: Container
Region: North America
Location: North America
Client: Confidential
Title: Container Terminal Development

Description:

Seaport assisted a terminal operator in the development of its container terminal project from planning to the implementation. The work included financial evaluations, reviews of operating parameters, evaluation of partnering options and preparation of internal management documents.

Start Year: 2004
Discipline Category: Operations, Support & Training
Activity type: Container
Region: North America
Location: Virginia, USA
Client: APM Terminals
Title: Design, Planning, and Process Mapping for Automated Terminal

Description:

Seaport guided and supervised the project team in designing the operations processes and procedures and design simulations, as well as the process mapping in connection with the design of the first automated terminal in the USA. The aim was to achieve a cost-efficient operation and to have a precise description of the requirements for the required processes and subsequent system integration.

Start Year: 2004
Discipline Category: Operations, Support & Training



Activity type: Container
Region: Europe
Location: Spain
Client: APM Terminals
Title: Major Capacity Increase of Existing RTG Operation

Description:

With its existing operational strategies, this rubber-tired gantry terminal was operating at its capacity limit. The terminal experienced a significant decrease in quay-crane productivity as the yard storage utilization increased. Nevertheless, the terminal management expected an increase in demand of 40% over the next 3 to 4 years, and was therefore interested in increasing capacity. Seaport's assignment, in collaboration with specialists from various organizations, was to draft a development plan as well as to design the required advanced operations strategies (strategies for container grounding, pooling of handling and transportation).

Start Year: 2004
Discipline Category: Operations, Support & Training
Activity type: Container
Region: Europe
Location: Zeebrugge, Belgium
Client: APMT Zeebrugge
Title: Overall Project Management for a 2 million TEU Terminal Project

Description:

Seaport headed the planning, procurement, and execution of building a 2 million TEU straddle carrier terminal in Zeebrugge, Belgium. The terminal was designed after state-of-the-art principles with advanced operations philosophies ensuring a cost-efficient operation. As the project was time critical, Seaport's assignment as project manager was to direct and coordinate the terminal operator's staff as well as the external resources in terminal design, IT, civil engineering, operations, and procurement towards finalizing the planning, and procurement in 9 months. The total investments are in excess of €80 million.

Start Year: 2004
Discipline Category: Operations, Support & Training
Activity type: Container
Region: Europe
Location: The Netherlands
Client: APM Terminals
Title: Port Automation and Project Management Services

Description:



Seaport delivered over two years port automation and project management services. This included:

- Planning and design of RTG and SC terminals, advising on terminal automation and IT systems, and operations efficiency in form of reengineering.
- Terminal project execution guidelines
- Overall project management for a 2 million TEU terminal project with a total APMT investment of EUR 80 million
- Design, planning, and process mapping for automated and manual terminals.

Start Year: 2004
Discipline Category: Operations, Support & Training
Activity type: Container
Region: Europe
Location: The Netherlands
Client: APM Terminals
Title: Terminal Project Execution Guidelines

Description:

Seaport produced a comprehensive project manual with guidelines for executing container terminal projects. The guidelines acquaint project managers and project team members concerning corporate governance, financial reporting, and other principles for executing terminal projects.

Start Year: 2004
Discipline Category: Port Privatization, Concessions & Acquisitions
Activity type: Dry bulk
Region: Europe
Location: Port of Bourgas, Bulgaria
Client: Westshore Terminals Ltd. / Pattison Group
Title: Financial Evaluation of Bulk Terminal Concession

Description:

Seaport introduced the client to a concession opportunity in the Port of Bourgas and conducted a preliminary financial evaluation of two concession options: a bulk terminal, and a mixed bulk and general cargo terminal. Seaport assembled data on the port and terminals, evaluated alternative structures for the concessions, estimated operating costs and developed a competitive tariff. The company then used this information to evaluate the financial feasibility of the concessions and performed sensitivity analyses for the selected option. Seaport subsequently developed the outline and content of a proposal to be presented to the Bulgarian authorities for the concession.



Start Year: 2004
Discipline Category: Port Tariffs & Pricing
Activity type: Multiple
Region: North America
Location: British Columbia, Canada
Client: Fraser River Port Authority
Title: Development of Tariff Schedule

Description:

Seaport developed a draft tariff schedule for Fraser River Port Authority. Seaport's work included development of the structure of the tariff, drafting all clauses and sections, and building up individual rates for some services.

Start Year: 2004
Discipline Category: Strategic Advice & Litigation Support
Activity type: Multiple
Region: North America
Location: British Columbia, Canada
Client: Confidential
Title: Break-Bulk Terminal Capacity and Traffic Analysis

Description:

Seaport compiled from statistical information and surveys a consistent picture of the break-bulk port traffic in B.C. ports. The focus was on forest products and in particular on lumber and pulp. Seaport also developed information on the break-bulk terminals, estimated their development potential, reviewed vessel productivity by product and ship type, reviewed storage densities by product and estimated the berth and storage capacities of the terminals. Seaport then reviewed the implications of alternative capacity scenarios for the division of break-bulk cargoes among the ports.

Start Year: 2004
Discipline Category: Strategic Advice & Litigation Support
Activity type: Multiple
Region: North America
Location: British Columbia, Canada
Client: Ministry of Transportation, Province of British Columbia
Title: Development of BC Port Strategy

Description:

The Province of British Columbia undertook a port strategy study to provide a comprehensive understanding of the competitive situation and outlook for BC ports. The goal of the study was to recommend a strategic direction for the Province with respect to identifying opportunities for the Province



to facilitate, along with its key partners, the sustainable development and growth of BC's key trading ports over the next 20 years. Seaport associated with Colledge Transportation Consulting Inc. and Seabulk Systems Inc. for this work. Seaport's role in the study comprised:

- Projections of traffic growth on the West Coast of North America and in British Columbia ports with a particular focus on containers.
- Assessment of the competitiveness of British Columbia container ports with major container ports on the US West Coast.
- A review of container handling technology and automation, and its implications for inter-port competitiveness and the development of British Columbia ports.
- A review and projection of bulk, break-bulk and container shipping on the West Coast.
- Participation in workshops and development of port profile and overall strategy papers.

Start Year: 2003
Discipline Category: Financial Evaluations
Activity type: Container
Region: North America
Location: British Columbia, Canada
Client: Vancouver Port Authority
Title: Financial Evaluation of Container Terminal

Description:

Seaport assisted a port authority and terminal operator in the financial evaluation of the conversion of a break-bulk terminal into a container terminal. The project involved structuring of the financial model and estimating operating parameters, operating costs and equipment needs to handle projected container volumes.

Start Year: 2003
Discipline Category: Intermodal & Logistics
Activity type: Multiple
Region: North America
Location: Idaho, United States
Client: Potato Growers of Idaho
Title: International Transportation Options for Agricultural Products

Description:

Seaport investigated ways to improve domestic and international transportation options for Idaho fresh and processed potato growers and shippers and for associated onion growers in eastern Oregon. The work included analysis of current Union Pacific and Eastern Idaho Railroad services and rates, truck traffic, and possible intermodal services using various inland gateways. It also included investigation of export shipping alternatives.



Start Year: 2003
Discipline Category: Market & Feasibility Studies
Activity type: Container
Region: North America
Location: British Columbia, Canada
Client: Vancouver Port Authority
Title: Container Traffic Forecast for Vancouver Port Area

Description:

Seaport prepared a container traffic forecast for the Vancouver port area (Port of Vancouver and Fraser Port). The study examined historical patterns of world traffic, drivers of container trade growth on a world and regional basis, and North American market shares by coast and port area. The resulting forecast involved base case, high and low estimates of reasonable traffic levels plus sensitivity analyses that reflected more extreme events.

Start Year: 2003
Discipline Category: Market & Feasibility Studies
Activity type: Container
Region: South America
Location: Lima, Peru
Client: AMEC Infrastructure Limited for Neptunia, S.A.
Title: Evaluation of Private Container Port

Description:

Neptunia S.A., a stevedoring company that handled about one third of the containers passing through the Port of Callao (Lima), retained AMEC to investigate the feasibility of developing a private container port to compete with Callao. Working with AMEC, Seaport was responsible for the market review and financial evaluation of the new port. Seaport developed an overview of the world and regional container trade, investigated the trends and drivers of Peruvian container traffic, projected container traffic for Callao and the new port, and evaluated the shipping services and vessel types in the container trade on the west coast of South America. Seaport also estimated a competitive tariff for the new port, developed a financial model that captured the port cost structure in Peru, and conducted financial evaluations of the new port.

Start Year: 2003
Discipline Category: Market & Feasibility Studies
Activity type: Container
Region: North America
Location: Vancouver, Canada



Client: UMA Engineering Ltd. for Vancouver Port Authority
Title: Feasibility Study of Off-Dock Intermodal Container Transfer Facility

Description:

Vancouver Port Authority awarded UMA Engineering Ltd. a feasibility study of an off-dock intermodal container transfer facility (ICTF) to be located near the Roberts Bank area of Vancouver's outer port. The objectives of the ICTF were to induce capacity increases in the existing Deltaport container shipping terminal by removing activity from this terminal and to reduce investments in on-dock facilities at a new container terminal. The study comprised site evaluations, preliminary designs, capital cost estimates and economic evaluations. Seaport was responsible for the economic evaluations of the ICTF and its impact on port terminal operators, transport service suppliers and users. Seaport also provided guidance with operating cost estimates and evaluated the commercial environment in which the ICTF would operate.

Start Year: 2003
Discipline Category: Operations, Support & Training
Activity type: Container
Region: Caribbean and Central America
Location: Bridgetown, Barbados
Client: Barbados Port Authority
Title: Establishment of Central Container Examination Facility

Description:

Seaport worked with the General Manager of the port to address a number of issues the port is facing. One involved establishing a central container examination facility to strengthen port and customs security, control and inspection procedures. Other issues also addressed included the review of the specification for the acquisition of container cranes and handling equipment, and design concepts for rehabilitating the existing container wharf and new wharf structures.

Start Year: 2003
Discipline Category: Operations, Support & Training
Activity type: Multiple
Region: North America
Location: Vancouver, Canada
Client: Confidential
Title: Organizational Review

Description:

Seaport conducted a top-down organizational evaluation to examine the effectiveness of the existing organizational structure and to assess and define the roles and responsibilities of the company's key operating management and supervision personnel. The objective was to identify how the company could



optimize its organizational structure in a way that will achieve the integration and harmonization of operational activities between the various operating sectors and departments. The focus was on achieving clearly-defined delegated powers of authority, seamless communication, and greater accountability and interaction of the management team to improve vessel and terminal operational performance and to enhance customer services.

Start Year: 2003
Discipline Category: Port Privatization, Concessions & Acquisitions
Activity type: Container
Region: North America
Location: British Columbia, Canada
Client: Fraser River Port Authority
Title: Advice on Financial Evaluation of Container Terminal and Development of Lease

Description:

Seaport provided assistance to Fraser Port regarding the financial and operational evaluations of one of its container terminal lessees and in the development of a new site lease. Seaport reviewed the lessee's market and operational plans and financial projections for its container terminal. Seaport also examined alternative structures for the site lease and as part of this work reviewed regional port authority charges.

Start Year: 2003
Discipline Category: Port Privatization, Concessions & Acquisitions
Activity type: Container
Region: East Asia
Location: Naha (Okinawa), Japan
Client: Japan Research Institute, Limited
Title: Evaluations of Container Terminal Concession

Description:

In preparation for a call for tenders for the right to operate the international container terminal at Naha Port, Naha Port Authority (NPA) retained Japan Research Institute (JRI), in association with a Japanese law firm and other consultants, to develop the concession contract and related bid documents. Seaport assisted JRI by evaluating the market aspects of the container terminal. Seaport provided an overview of container port traffic and growth patterns in East Asia and in particular in China, defined the intercontinental container shipping services in East and Southeast Asia, described the development status of container port facilities in China and in the competing transshipment ports in South Korea and Taiwan, estimated competitive transshipment tariff levels in the region, and reviewed NPA's plans to attract transshipment traffic to the Naha terminal. Seaport also identified potential bidders for the concession and advised on various aspects of the concession contract and process.



Start Year: 2003
Discipline Category: Port Privatization, Concessions & Acquisitions
Activity type: Multiple
Region: Europe
Location: Bulgaria
Client: PADECO Co., Ltd for Japan Bank for International Cooperation (JBIC)
Title: Port of Bourgas Expansion Project

Description:

Seaport provided port management expertise to assess the impact of a new bulk terminal on the future operations of the port. Seaport also evaluated options for the transfer of cargo handling activities from Port of Bourgas Authority, a public corporation, to the private sector as operating concessions. The work included:

- Evaluating the ability of Bourgas Port (the model port for privatization in Bulgaria) to achieve a competitive environment with private sector participation.
- Evaluating the port privatization policies of the Government of Bulgaria and providing assistance to the Government to assess the options for private sector participation in ports.
- Advising the Government of Bulgaria on regulatory changes to facilitate private sector participation and to implement a uniform strategy for the privatization of port activities at all Bulgarian ports.
- Identifying areas of improvement within Bourgas Port necessary as a prelude to privatization and recommending the scope of activities for private sector involvement in line with the government's privatization policies.
- Evaluating the options for breaking up the port into port concession packages, and selecting and recommending the port concession packages to be privatized.
- Developing a privatization strategy and a roadmap of the process to be followed by the Government of Bulgaria to achieve the transformation of port activities into port concessions to be operated by the private sector.

Start Year: 2003
Discipline Category: Terminal Operating Systems (TOS) & Other IT
Activity type: Container
Region: Middle East
Location: Dubai, UAE
Client: Dubai Ports Authority
Title: Assistance with Development of Management Information System

Description:

Seaport worked with a team of information technology specialists on the development of the "PROMIS" management information system for Dubai Ports Authority and its container terminals. Seaport contributed expertise in container terminal management and operations and the information needs of operational personnel.



Start Year: 2002
Discipline Category: Financial Evaluations
Activity type: Container
Region: North America
Location: British Columbia, Canada
Client: Vancouver Port Authority
Title: Expansion and Development of Container Terminals

Description:

The evaluation involved assessing expansion options to create a new berth for an existing container terminal and additional berths for the development of a second container terminal. A major focus of the work involved assessing the operating impact, merits and market acceptance of establishing a common user berth corridor to enable both terminals to share a berth and to determine the broad parameters of the initial berth requirements for the second terminal.

Start Year: 2002
Discipline Category: Financial Evaluations
Activity type: Container
Region: North America
Location: British Columbia, Canada
Client: Vancouver Port Authority
Title: Financial Evaluation of the Proposed Expansion of a Major Container Terminal

Description:

The project involved estimating the financial performance of adding a berth and approximately 5 hectares of upland, and making other site and access improvements to a major container terminal located on the West Coast of North America. The objective was to enable the terminal to achieve a 50% increase in throughput capacity. Seaport established operating parameters for present and future terminal performance and estimated the equipment needs to handle projected container volumes over the duration of the concession. Seaport also developed a model to evaluate the financial performance of the terminal. The financial model was used to evaluate apportionments of investment costs between the port authority and the private sector operator to allow both parties to achieve acceptable rates of return on their investments. The financial model was included as part of the deliverables to the client.

Start Year: 2002
Discipline Category: Intermodal & Logistics
Activity type: Multiple
Region: Africa
Location: Tanzania, Kenya and Uganda
Client: US Department of Agriculture
Title: Evaluation of Transport-Related Aid Programs



Description:

The US Department of Agriculture and the US Agency for International Development (USAID) implemented a series of training programs and workshops focusing on concrete steps to improve the efficiency of agricultural trucking and rail movements to and from regional ports. Seaport assisted in monitoring progress of the training program and in assessing the results. Seaport also recommended changes to future programs.

Start Year: 2002
Discipline Category: Intermodal & Logistics
Activity type: Multiple
Region: North America
Location: Mexico and USA
Client: US Department of Agriculture
Title: US-Mexico Agricultural Traffic Study

Description:

Seaport performed a transport cost analysis of wheat, corn, and high unit value commodities moving between Mexico and the USA and Canada. The primary focus was examining the growth in market share of direct rail shipments of Midwestern grains to central Mexico, versus Mississippi river and rail movement to Gulf ports. The study analyzed the possible effects of dredging at Veracruz in order to accommodate Panamax ships through the use of a vessel cost model developed for the project. Also studied were possibilities for use of Mexican Pacific ports for Western US and Canadian grain destined to central Mexico, instead of direct rail movements. The second phase of the analysis examined direct trucking versus intermodal rail or coastal ship for high unit value agricultural commodities, such as bananas, melons and mangoes. A paper describing the analysis was published by USDA in 2003 as part of Transportation Bottlenecks in the US-Mexican Food System: Impact on Bilateral Food and Agricultural Trade.

Start Year: 2002
Discipline Category: Market & Feasibility Studies
Activity type: Multiple
Region: Europe
Location: Macedonia, Bulgaria and Albania
Client: US TDA, ARCADIS Geraghty & Miller
Title: Bulgaria - Macedonia Rail Corridor Feasibility Study

Description:

Seaport was contracted to supervise a traffic forecast and perform a comprehensive financial feasibility assessment for a rail corridor linking the ports of Varna and Bourgas on the Black Sea with Bulgaria, Macedonia and various ports in Albania.



Start Year: 2002
Discipline Category: Port Privatization, Concessions & Acquisitions
Activity type: Container
Region: North America
Location: Vancouver, Canada
Client: International Container Terminal Services, Inc.
Title: Acquisition of Container Terminal Company

Description:

The Province of British Columbia instructed BC Rail, a provincial Crown corporation, to divest BCR Marine, a division that comprised primarily a bulk terminal and a container terminal in the Port of Vancouver. Seaport provided expert advice and assistance to International Container Terminal Services, Inc. (ICTSI) in its bid to acquire the privatized container terminal. Seaport's services included strategic and marketing advice regarding container terminal operations in the Port of Vancouver, establishment of contacts for the international terminal operating company, reviews of confidential information memoranda and other data, and assistance with preparation of bid documents. Seaport also estimated operating and equipment capital costs for the terminal, developed a financial model of the terminal and provided indicative estimates of its value.

Start Year: 2002
Discipline Category: Port Tariffs & Pricing
Activity type: Ro-ro
Region: North America
Location: Vancouver, Canada
Client: Fraser River Port Authority
Title: Review of Automobile Terminal Cost Structures

Description:

Seaport reviewed how US Pacific Northwest ports structure the allocation of port costs between the ocean carrier and the terminal operator for automobiles handled at their port facilities. The objective was to assist Fraser River Port Authority (FRPA) to determine if the fee structure for the use of its automobile terminals is in accord with today's competitive marketplace. The review recommended actions FRPA should take regarding revisions to the fee structure for the use of auto facilities under either a fixed lease or a terminal services agreement.

Start Year: 2001
Discipline Category: Financial Evaluations
Activity type: Container
Region: North America
Location: Confidential
Client: Confidential
Title: Estimate of Financial Performance of Proposed Container Terminal



Description:

Seaport estimated the initial equipment requirements, the phasing in of additional equipment, equipment capital costs, and operating costs for various market scenarios. Seaport then developed a financial pro forma model for use by the client to assess the financial performance, from a terminal operator's point of view, of the container terminal under various scenarios for the apportionment of costs and for market capture.

Start Year: 2001
Discipline Category: Financial Evaluations
Activity type: Container
Region: North America
Location: British Columbia, Canada
Client: Vancouver Port Authority
Title: Financial Evaluation of Two Container Terminal Projects

Description:

Seaport conducted a financial evaluation of rehabilitation and expansion of an existing container terminal and the proposed development of a new container terminal, both located in a major container port on the West Coast of North America. The work involved estimating equipment requirements, operating systems, staffing, manning, capital investment in land and infrastructure, operating costs, maintenance costs, and energy demands for various market scenarios. The work included developing a pro forma model to assess the financial performance of the container terminals based on various scenarios for the apportionment of costs and market capture. The objective was to project the financial performance of each container terminal development from the perspectives of both the port authority and the private terminal operator based on joint development by the two parties.

Start Year: 2001
Discipline Category: Market & Feasibility Studies
Activity type: Multiple
Region: North America
Location: Vancouver, Canada
Client: Confidential
Title: Proposal for Terminal Services

Description:

The client, an operator of a break-bulk forest products terminal in the Port of Vancouver, received from a major forest products shipper a request for proposals for terminal services that involved containers as well as forest products. Seaport was retained to evaluate options for container services at the terminal and to prepare major sections of the company's proposal to the forest products shipper. Seaport's work included the preparation of layout plans (developed in association with another consultant) for the integration of



container activities into the terminal, development of alternative ways of handling containers, estimation of capital and operating costs, and financial evaluations of the options. This was followed by preparation of a brief to senior management regarding the company's long-term container development strategy, preparation of all container-related sections of the proposal, including detailed container tariffs, preparation of other major sections of the proposal and editing of the overall document.

Start Year: 2001
Discipline Category: Market & Feasibility Studies
Activity type: Ferry
Region: Australia, New Zealand and Pacific
Location: Papua New Guinea
Client: Asian Development Bank
Title: Study of Community Water Transport

Description:

Asian Development Bank (ADB) awarded a Technical Assistance (TA) study of community water transport in Papua New Guinea to BMT Asia Pacific Pte. Ltd. (BMT) of Singapore. Associated with BMT for this project were Seaport and Snowy Mountains Engineering Corporation. The study dealt generally with small-scale marine transport to the communities on the coast and inland waterways that do not receive a high level of commercial water transport services. Among other things, the study addressed the demand for community water transport, the availability of marine infrastructure, small craft operations and vessel safety. It included economic, financial, social and environmental evaluations according to ADB's guidelines, and reviews of the institutional aspects of implementing the project that resulted from the study. Seaport's work comprised the demand assessments and the economic and financial evaluations.

Start Year: 2001
Discipline Category: Strategic Advice & Litigation Support
Activity type: Multiple
Region: Southeast Asia
Location: Philippines
Client: Canadian International Development Agency (CIDA)
Title: Review of Philippine Maritime Sector

Description:

Seaport conducted a top-down review of the Philippines maritime sector with a particular focus on the ports of Mindanao. The study recommended a course of intervention by CIDA in providing technical assistance to enhance the Philippine port system.



Start Year: 2001
Discipline Category: Terminal Planning & Design
Activity type: Container
Region: North America
Location: Vancouver, Canada
Client: PRTI Transport Inc.
Title: Evaluation of Greenfield Sites for use as Off-Dock Container Terminal

Description:

Seaport evaluated various greenfield sites for use as an off-dock container terminal to service the Port of Vancouver and ports located in the US Pacific Northwest. The company developed layout plans and assessed the business merits for each site and the container handling methodology. Capacity plans and detailed site plans were prepared for the staged development of the chosen site and operating methodology.

Start Year: 2000
Discipline Category: Intermodal & Logistics
Activity type: Dry bulk
Region: South America
Location: Brazil, Paraguay and Argentina
Client: Rio Tinto / Hammersley Iron Ltd.
Title: South American Inland Navigation Study

Description:

This project examined river transport options for development of a large iron ore deposit near Corumbá in Mato Grosso, Brazil. It involved barging ore down the Paraguay River to a port near Buenos Aires for transfer to ocean vessels. Components of the project included investigation of river development scenarios, required dredging and navigational improvements, current and possible future towboat and barging rules.

Start Year: 2000
Discipline Category: Market & Feasibility Studies
Activity type: Dry bulk
Region: North America
Location: Vancouver, Canada
Client: Seabulk Systems Inc.
Title: Evaluation of Market for Seabulk Cape Unloader

Description:



2000-01. Seabulk Systems Inc. had developed a unique system for unloading Capesize bulk carriers with floating equipment called the Seabulk Cape Unloader (SCU). The system can discharge to other vessels or, with minimal shore installations, to land. Seabulk wished to investigate the world market for the SCU. Seaport's work involved reviewing world coal and iron ore trades, evaluating shipping economics with the SCU, identifying potential customers, and preparing an information package and approaching selected potential customers on behalf of Seabulk.

Start Year: 2000
Discipline Category: Operations, Support & Training
Activity type: Multiple
Region: Caribbean and Central America
Location: Bridgetown, Barbados
Client: Barbados Port Authority
Title: Review of Port Regulations

Description:

Seaport reviewed the existing port regulations and developed a draft of changes and additions to be incorporated into the Port Regulations for Bridgetown Port and the maritime sector of Barbados. The assignment was a preparatory step to Barbados Port Authority being established as a Corporation by the Government of Barbados.

Start Year: 2000
Discipline Category: Port Privatization, Concessions & Acquisitions
Activity type: Dry bulk
Region: Australia, New Zealand and Pacific
Location: Adelaide, Australia
Client: Adelaide Brighton Cement, Ltd.
Title: Port Leasing Options Analysis, Maritime Activities Analysis

Description:

This study involved leasing options for a major cement plant and limestone quarry located on the Gulf of St. Vincent in southern Australia. The marine terminal adjacent to the industrial facility was due to be transferred from a public port to its privatized successor, and Seaport was engaged to determine optimal leasing strategies under a new administration. A comprehensive assessment was also made of company shipping activities and recommendations were made where necessary.

Start Year: 2000
Discipline Category: Strategic Advice & Litigation Support
Activity type: Container



Region: North America
Location: New York, Pennsylvania and Virginia, USA
Client: Michael J. Regan, Esq.
Title: Litigation Support - Review of Intermodal Transport System

Description:

Seaport provided litigation support in a bankruptcy case regarding an intermodal transport system that involved trucking, container terminals and marine transport. The assignment involved examining case documents, gathering information and evaluating the capacity of the intermodal transport system. Seaport presented its findings in an expert witness's report and was deposed (examination for discovery) by opposing attorneys.

Start Year: 1999
Discipline Category: Financial Evaluations
Activity type: Multiple
Region: Caribbean and Central America
Location: Bridgetown, Barbados
Client: Barbados Port Authority
Title: Update of Economic and Financial Evaluations

Description:

This project was an extension of earlier work for Barbados Port Authority. Seaport updated the port traffic forecasts from a 1999 base, conducted economic and financial evaluations of the final project defined by the study, and prepared pro forma financial analyses of Barbados Port Authority with the final project.

Start Year: 1999
Discipline Category: Market & Feasibility Studies
Activity type: Multiple
Region: North America
Location: Pendleton, Oregon, USA
Client: Richard Trottier Associates
Title: Distribution Center Site Analysis

Description:

Seaport studied the suitability of an agricultural products distribution center complex to be located on tribal land in the Pendleton-Hermiston area of Oregon, adjacent to the I-84 Interstate Highway, a major rail line, and the Columbia-Snake River system. The distribution center would serve the populations of Oregon, Idaho, and Washington. An origin-destination analysis of auto and truck traffic moving over I-84 and local roads was performed, as were assessments of possible rail and barge services at the site.



Start Year: 1999
Discipline Category: Market & Feasibility Studies
Activity type: Container
Region: North America
Location: North America
Client: Confidential
Title: Evaluation of Container Terminal Market and Feasibility

Description:

Seaport reviewed the container market on the West Coast of North America, estimated container terminal operating and equipment capital costs, and developed a container operations plan for a marine terminal operating company. Seaport also worked with other consultants to prepare terminal layouts and provided board-level strategic advice regarding the project. The study involved a review of the growth patterns of world and West Coast container traffic and the factors influencing traffic growth, statistical analysis of container traffic, and a definition of the container services by shipping line. The study recommended target markets and developed market capture scenarios for the terminal operating company.

Start Year: 1999
Discipline Category: Market & Feasibility Studies
Activity type: Dry bulk
Region: North America
Location: Vancouver, Canada
Client: Seabulk Systems Inc.
Title: Evaluation of Market for Self-Unloading Bulk Barge

Description:

Seaport evaluated the prospects for a self-unloading bulk barge to provide lighterage services in the Vancouver area. The barge would deliver small lots of special bulk cargoes to ships loading other cargoes at terminals in the Port of Vancouver and Fraser Port.

Start Year: 1999
Discipline Category: Port Privatization, Concessions & Acquisitions
Activity type: Container
Region: East Asia
Location: Hong Kong
Client: Asia Container Terminals / Bank of America
Title: Due Diligence Review of Financial Information Memorandum for Container Terminal

Description:



The assignment was a review for the lead bank in a lending consortium of traffic forecasts, container shipping trends and container handling tariffs. This work was part of a due diligence review of the Information Memorandum, prepared by a leading investment bank, for a portion of the Container Terminal 9 project in Hong Kong.

Start Year: 1999
Discipline Category: Strategic Advice & Litigation Support
Activity type: Multiple
Region: North America
Location: Vancouver, Canada
Client: Shapiro Hankinson & Knutson
Title: Litigation Support

Description:

Seaport reviewed the potential market for a deep-sea terminal site and prepared an expert witness's report on its findings.

Start Year: 1998
Discipline Category: Operations, Support & Training
Activity type: Container
Region: North America
Location: Vancouver, Canada
Client: Western Stevedoring Co. Ltd.
Title: Development of Container Services

Description:

Seaport developed the container service requirements to be implemented at the Lynnterm forest products terminal in order to accommodate the evolution of forest products to containerization and to establish Lynnterm as a container handling depot and container freight consolidation and distribution centre for use by container shipping services calling at the Port of Vancouver.

Start Year: 1998
Discipline Category: Port Privatization, Concessions & Acquisitions
Activity type: Container
Region: Africa
Location: Dar es Salaam, Tanzania
Client: International Container Terminal Services, Inc. (ICTSI)
Title: Assistance and Advice for Bid for Container Terminal Concession

Description:



Seaport brought together ICTSI, a major international container terminal operating company, and a Tanzanian firm, Vertex Financial Services, to bid for the container terminal operating concession in the Port of Dar es Salaam, an important port on the east coast of Africa. Seaport also assisted ICTSI and its local partner in their bid for the concession. The work involved gathering of terminal cost and operational data, national and regional port traffic forecasts, evaluation of the concession's financial performance, development of tender documents for the concession under internationally-competitive bidding, and advising on the ultimate bid price. In October 1999, the partnership was successful in its bid for the concession. Canadian International Port Services Inc., a sister company of Seaport, provided executive and operational expertise to the partnership during the mobilization and initial handover period of the terminal from governmental to private operations.

Start Year: 1998
Discipline Category: Strategic Advice & Litigation Support
Activity type: Container
Region: North America
Location: Long Beach, California, USA
Client: Mitsui Engineering & Shipbuilding and Paceco Corporation
Title: Litigation Support for Liquidated Damages Claim

Description:

Seaport provided litigation support services in a case involving liquidated and actual economic damages that resulted from the late delivery of six container cranes to the Port of Long Beach. Seaport was responsible for reviews of case documents, development of position papers for mediation briefs, estimates of actual damages and participation in mediation hearings.

Start Year: 1997
Discipline Category: Intermodal & Logistics
Activity type: Dry bulk
Region: Southeast Asia
Location: Southeast Asia
Client: US Feed Grains Council
Title: Bulk Agricultural Product Shipping and Handling in SE Asia

Description:

Seaport studied current and projected feed grain transport costs and characteristics from the world's producing regions to Indonesia and other Southeast Asian locales. The study provided the US Feed Grains Council with a comprehensive assessment of transport infrastructure and costs for feed grain imports throughout Indonesia, Malaysia, and the other nations of Southeast Asia. The study comprised five tasks - historical ocean shipping data base development, a world loading ports survey, Handysize and Panamax shipping analysis, a review of inland transport systems, and comprehensive transport cost analysis, reports and presentations. The study began by explaining the recent historical behavior of grain



ocean shipping, and identified the global economic factors that determine shipping costs. It next described current loading port costs and characteristics, and inland transport characteristics in each producing region and proceeded to evaluate the technological and institutional factors which may change their efficiencies and competitiveness. Finally, it evaluated the future of grain ocean shipping, and forecast a likely series of generalized operating costs for the global grain fleet.

Start Year: 1997
Discipline Category: Intermodal & Logistics
Activity type: Dry bulk
Region: Africa
Location: Southern Africa
Client: Morrison Knudsen Company, Inc.
Title: Mineral Transport Project from Eastern Zaire to Port

Description:

Seaport conducted an extensive review of land transport and port options to move mineral concentrates from a new mine in southeastern Zaire (now Democratic Republic of the Congo) to a deep-sea port on the Indian Ocean. The work involved examination of the ports of Dar es Salaam, Beira, Maputo, Richards Bay and Durban, review of road and rail transport between the mine site and the ports, and selection of a combined land transport - port system for the mine.

Start Year: 1997
Discipline Category: Market & Feasibility Studies
Activity type: Container
Region: Southeast Asia
Location: Surabaya, Indonesia
Client: Port of Singapore Authority (now PSA Corporation)
Title: Traffic Forecast for Surabaya-Area Ports

Description:

The project involved a top-down traffic forecast for the Surabaya port area as part of a feasibility study of a new port development. Seaport's work involved collection of extensive national, regional and port statistical data, meetings with port users, review of alternative forecasting procedures and selection of the most appropriate for this project, statistical modeling, and development of traffic forecasts with a particular focus on containers.

Start Year: 1997
Discipline Category: Port Privatization, Concessions & Acquisitions
Activity type: Cruise



Region: North America
Location: Vancouver, Canada
Client: Western Stevedoring Co. Ltd.
Title: Proposal for Cruise Terminal Services

Description:

Seaport developed the strategy and prepared a proposal for presentation to Vancouver Port Corporation and the cruise lines for the contract to provide the cruise vessel services at the Canada Place and Ballantyne cruise terminals in the Port of Vancouver. A Seaport-led management team of experienced professionals was established to provide the cruise services and operations for the client. Seaport co-led the presentation and business discussions with Vancouver Port Corporation and the cruise lines.

Start Year: 1997
Discipline Category: Strategic Advice & Litigation Support
Activity type: Dry bulk
Region: Southeast Asia
Location: Indonesia
Client: Monenco Agra Inc. for Asian Development Bank
Title: Marine Transport Aspects of Coal Sector Policy Study

Description:

Seaport provided assistance to Monenco on the marine transport aspects of a coal policy study for the Indonesian ministry of energy and Asian Development Bank. The work involved building up costs of generic coal receiving terminals associated with Indonesian power plants, and estimating the costs of Indonesian and world coal shipping.

Start Year: 1997
Discipline Category: Strategic Advice & Litigation Support
Activity type: Multiple
Region: Southeast Asia
Location: Indonesia
Client: PT Hickling Indonesia for BAPPENAS (National Development Planning Board)
Title: Technical Assistance for Private Sector Infrastructure Development

Description:

PT Hickling Indonesia provided policy and legislative advice regarding identification, advertisement and procurement of private sector participation in Indonesian infrastructure projects. The work involved assistance with drafting of implementing legislation, development of a plan for an information centre, review of regulatory issues, and evaluation of the Indonesian Rupiah bond market as a source of infrastructure financing. Seaport provided expertise in infrastructure economics, reviewed the potential



role of the Indonesian bond market in infrastructure finance and examined the use of economic offsets as part of bidding processes.

Start Year: 1996
Discipline Category: Market & Feasibility Studies
Activity type: Multiple
Region: North America
Location: Oakland, California, USA
Client: Morrison Knudsen Company, Inc.
Title: Rail Intermodal Terminal Pre-feasibility Analysis

Description:

This project involved a preliminary assessment of the operational and financial feasibility of a large rail terminal designed to handle container traffic at the Port of Oakland. The study formulated a demand forecast, given competition from other US West Coast container ports, and evaluated design concepts produced by the Port of Oakland and judged their operational and economic effectiveness. The study suggested alternative concept designs and operational structures, and developed a set of preliminary operating cost assessments, and pro-forma financial statements. The client was a large US engineering firm contemplating financial participation in the project.

Start Year: 1996
Discipline Category: Market & Feasibility Studies
Activity type: Multiple
Region: North America
Location: Mexico
Client: Anacostia & Pacific Company, Inc.
Title: Southeastern Mexico Rail Reconnaissance Study

Description:

Seaport was part of a team that performed a preliminary assessment of rail infrastructure and operational efficiencies of the Southeastern sector of the Ferrocarriles Nacionales de Mexico (Mexico City - Veracruz - Yucatan to Guatemala border), due to be privatized in 1997. The client was Anacostia & Pacific Company, Inc., a New York-based investment and rail management firm contemplating financial participation in the project. The team performed an analysis of current traffic levels, tariff structures and levels of service. The team also assessed the operational status and reliability of the locomotive and wagon fleet, including shop operations and mechanical failure patterns, as well as yard operations. The report concluded with negotiating strategy suggestions if privatization was pursued, and suggested institutional and operational improvements which Anacostia & Pacific should make if it became the successful bidder.



Start Year: 1996
Discipline Category: Market & Feasibility Studies
Activity type: Multiple
Region: East Asia
Location: Nanjing, China
Client: Babbie BMT (Hong Kong) Ltd for Fairyoung Port Investments Limited
Title: Traffic Forecast for Port of Nanjing

Description:

The traffic forecast was a prelude to the initial public offering of Pacific Ports Company Limited. The project involved data gathering in Nanjing and compilation of statistics on the economy of Jiangsu Province. As part of the forecast, Seaport evaluated the economics of container transshipment via Shanghai and Hong Kong, intermodal transport of high-value cargoes between Nanjing and Shanghai, and container transport on the Yangtze River. Also reviewed were the implications for Port of Nanjing container traffic of Shanghai container port developments and introduction of linehaul vessel calls, creation of the Shanghai International Trade Center, transshipment cargo restrictions imposed by the Chinese national government, and opening of the Nanjing - Shanghai expressway. As a final product, Seaport developed a top-down container traffic forecast that reflected these factors.

Start Year: 1996
Discipline Category: Operations, Support & Training
Activity type: Multiple
Region: Caribbean and Central America
Location: Bridgetown, Barbados
Client: Barbados Port Authority
Title: Port Reform and Expansion Study - Specialist Advisory

Description:

Seaport provided a specialist advisory service to the General Manager and Board to achieve change in organization, management, operating systems and work practices at the Port of Bridgetown. In this role, Seaport revised the management structure, established system and operational changes, helped management develop a business plan, assisted in business negotiations with clients, and provided mentorship for management. Seaport worked jointly with the General Manager to market shipping and port services, and to develop job descriptions for key management positions. The assignment also involved working closely with the General Manager to help solve day-to-day issues and develop strategies to negotiate changes to the labor agreement with the Barbados Workers Union vis-à-vis manning, hours of work and flexibility. Seaport led the systems design to achieve computerized billing and to facilitate the collection of port charges on inbound liner cargo. Seaport worked with port management to identify information needs and ways of meeting them, introduce procedural changes to enhance operational efficiency and enhance the port's commitment towards providing high-quality services to attract more cruise and transshipment business.



Start Year: 1996
Discipline Category: Operations, Support & Training
Activity type: Multiple
Region: Caribbean and Central America
Location: Bridgetown, Barbados
Client: Barbados Port Authority
Title: Port Review of Maintenance Procedures

Description:

Seaport reviewed maintenance procedures and established a maintenance management system. The project extended to assistance with the implementation of the management system over a number of years.

Start Year: 1996
Discipline Category: Port Privatization, Concessions & Acquisitions
Activity type: Dry bulk
Region: South America
Location: Brazil
Client: Merrill Lynch, N M Rothschild et al
Title: Privatization of Companhia Vale do Rio Doce

Description:

Seaport was part of the Merrill Lynch - N M Rothschild et al consortium studying the privatization of Companhia Vale do Rio Doce (CVRD, now Vale), a Brazilian state mining and industrial holding company. The consortium's client was the National Economic and Social Development Bank of Brazil (BNDES). Seaport was responsible for reviews of the ports of Tubarão and Ponta da Madeira, and Navegação Vale do Rio Doce S.A. (Docenave), CVRD's bulk shipping company. Seaport's work involved evaluating the management and operations of the ports, and modeling the ports' financial performances over the next 15 years as part of the valuation exercise. The study also involved detailed financial evaluation and modeling of Docenave. As measures of the scale of the project, CVRD was worth some US\$10 billion in total and the initial share offering was US\$3.4 billion. The ports of Tubarão and Ponta da Madeira handled between them over 100 million tonnes a year of cargo (Tubarão was the world's largest bulk loading port). Docenave, then the tenth largest bulk shipping company in the world in terms of beneficially-owned deadweight tonnage, transported over 30 million tonnes a year of bulk and semi-bulk cargoes.

Start Year: 1996
Discipline Category: Port Tariffs & Pricing
Activity type: Multiple
Region: Caribbean and Central America
Location: Bridgetown, Barbados



Client: Barbados Port Authority
Title: Rewrite of Port Tariff

Description:

Seaport conducted a total rewrite of Barbados Port Authority's tariff. Seaport's work included development of the structure of the tariff, writing all clauses and sections, estimating direct and indirect costs of port and terminal services, and building up all individual rates for these services. Seaport tested the results in a financial model and worked with BPA's tariff committee to develop final tariff rates.

Start Year: 1996
Discipline Category: Terminal Operating Systems (TOS) & Other IT
Activity type: Multiple
Region: Caribbean and Central America
Location: Bridgetown, Barbados
Client: Barbados Port Authority
Title: Study of Management Information System

Description:

Seaport led a team of management information system (MIS) specialists that defined the port's needs for cargo control, accounting, statistics and executive information in a mixed mainframe - personal computer environment. The study concluded with a plan to enhance the existing system and expand the role of MIS within the port. Following the study, Seaport provided experts to assist with the implementation of improvements to the port's management information system.

Start Year: 1995
Discipline Category: Intermodal & Logistics
Activity type: Multiple
Region: South America
Location: Argentina
Client: Nuevo Central Argentino, S.A. Railway
Title: Auto Transport Feasibility Studies

Description:

Seaport conducted a preliminary analysis of auto transport alternatives, primarily Autostack containers versus conventional auto carrying rail wagons, including converted North American wagons, for a contemplated service between auto manufacturing plants near Rosario, Argentina and Buenos Aires port facilities. The project began with a tour of North American facilities for NCA staff. Following this tour, Seaport determined during fieldwork in Argentina staff requirements and training needs for a new automobile business unit, and calculated unit costs of service for each technology. The study concluded



with a design review of an intermodal terminal concept to be located near Buenos Aires Retiro Station and development of an alternative design.

Start Year: 1995
Discipline Category: Intermodal & Logistics
Activity type: Container
Region: South America
Location: Chile
Client: Cruz Blanca, S.A.
Title: Container Rail Market Assessment

Description:

The project was designed to evaluate a possible intermodal rail container service in central and southern Chile. This was performed for Cruz Blanca, S.A., a Chilean insurance company that had obtained the national concession for freight operations of the Chilean National Railway (FEPASA). The analysis began with an assessment of truck competition, especially along the corridor from Santiago to Puerto Montt, as well as the impact of eventual international linkages to Argentina. The team developed an initial concept for an intermodal business unit, and its staffing, training, and terminal development on the outskirts of Santiago. The project concluded with an overview of the international used rail wagon market to find suitable container wagons for this service.

Start Year: 1995
Discipline Category: Market & Feasibility Studies
Activity type: Container
Region: South America
Location: Chile
Client: Cruz Blanca, S.A.
Title: Feasibility and Strategy Study of Container Port Development

Description:

This project, for a major private Chilean corporation, began with a review of opportunities for investment in intermodal facilities in the country. It expanded into an evaluation of options for the company to enter the country's port business as a private port developer. The study included a review of alternative container port sites along the coast of Chile, a competitive evaluation of new port options with the existing port of Valparaiso, technical studies of new port sites and management of the engineering consultants that conducted the studies.

Start Year: 1995
Discipline Category: Operations, Support & Training



Activity type: Multiple
Region: North America
Location: Vancouver, Canada
Client: Vancouver Port Corporation
Title: Brief on Port Industrial Relations

Description:

Vancouver Port Corporation retained Seaport to prepare a brief on labor relations in the port industry to submit to the 1995 Industrial Inquiry Commission on West Coast Ports, a federal commission that was investigating port labor strife in western Canada.

Start Year: 1995
Discipline Category: Operations, Support & Training
Activity type: Multiple
Region: North America
Location: Vancouver, Canada
Client: Vancouver Port Corporation
Title: Port Operations Study

Description:

As a prelude to filling the bight between the Centerm and Ballantyne terminals in the Port of Vancouver, Vancouver Port Corporation engaged Seaport to develop a plan that will harmonize cruise ship and cargo handling operations at the combined terminals.

Start Year: 1995
Discipline Category: Terminal Planning & Design
Activity type: Container
Region: South America
Location: Chile
Client: Emporchi
Title: Review of Container Port Conceptual Design

Description:

The work was a review of container terminal plans for Valparaiso as a follow-on to work conducted in 1991 to delineate the expansion options for the ports of Valparaiso and San Antonio. Emporchi wanted an independent review of plans that a Chilean engineering firm developed for the conversion of three break-bulk berths at Valparaiso for container use. In 1996, Seaport provided specialist technical personnel to assist with the port rehabilitation.



Start Year: 1994
Discipline Category: Intermodal & Logistics
Activity type: Dry bulk
Region: South America
Location: Argentina
Client: Fluor Daniel Wright
Title: Minera Alumbrera Transport Optimization Study

Description:

Seaport served as logistics consultants to Fluor Daniel Wright, Inc. Seaport managed a fifteen-person study to determine the most cost effective and secure method of transporting up to 730,000 tonnes per annum of copper concentrate from Catamarca Province in northwestern Argentina to an Atlantic port on the lower Paraná River. The team undertook a comparative analysis of trucking, pipeline, rail, and ocean systems, developed rail facility design criteria and performed all site analysis. The team engaged in preliminary discussions with rail carriers and port operators and developed pro-forma contracts. The transport system was completed in 1997.

Start Year: 1994
Discipline Category: Market & Feasibility Studies
Activity type: Container
Region: Southeast Asia
Location: Java, Indonesia
Client: P&O Australia, McMillan Britton & Kell Pty Ltd, et al
Title: Container Port Feasibility Study

Description:

Seaport's primary role was development of a top-down container traffic forecast. Seaport gathered port traffic and national economic data, reviewed the port hinterland, developed a forecast of total and container traffic for western Java, and evaluated the Bojonegara terminal's competitiveness with Tanjung Priok port (Jakarta). Seaport also developed a ministerial position paper on the rationale for port development at Bojonegara, reviewed Indonesian and regional port tariffs, and developed a tariff schedule for the new port. Seaport conducted a review of world, regional and local container shipping to choose the design ship for the port.

Start Year: 1994
Discipline Category: Operations, Support & Training
Activity type: Cruise
Region: North America
Location: Vancouver, Canada
Client: Vancouver Port Corporation
Title: Cruise Terminal Stevedoring Study



Description:

Vancouver Port Corporation retained Seaport to estimate the costs of stevedoring at the Port of Vancouver's two cruise terminals. The project involved detailed estimation of manpower, equipment, management and support staff, and overhead costs. Seaport also modeled the financial aspects of the operations and determined the profitability of the services.

Start Year: 1994
Discipline Category: Port Master Plans
Activity type: Multiple
Region: Caribbean and Central America
Location: Bridgetown, Barbados
Client: Barbados Port Authority
Title: Port Reform and Expansion Study - Port Master Plan

Description:

Barbados Port Authority (BPA) undertook a project, funded by Inter-American Development Bank, of reforming and expanding the port of Bridgetown. The project fell into two study phases: the port master plan, and port reform and restructuring. In the port master plan phase, Seaport assessed infrastructure, services, operations and equipment maintenance related to the container terminal, reviewed the port's tariff, developed a marketing strategy for the port, and prepared strategic plans for the development of the transshipment business and the commercialization and privatization of port activities. Finally, Seaport conducted the economic and financial analyses of the project that resulted from the study.

