

DBS Gateway Region Cooperation Platform Strategy

Béla Kézy

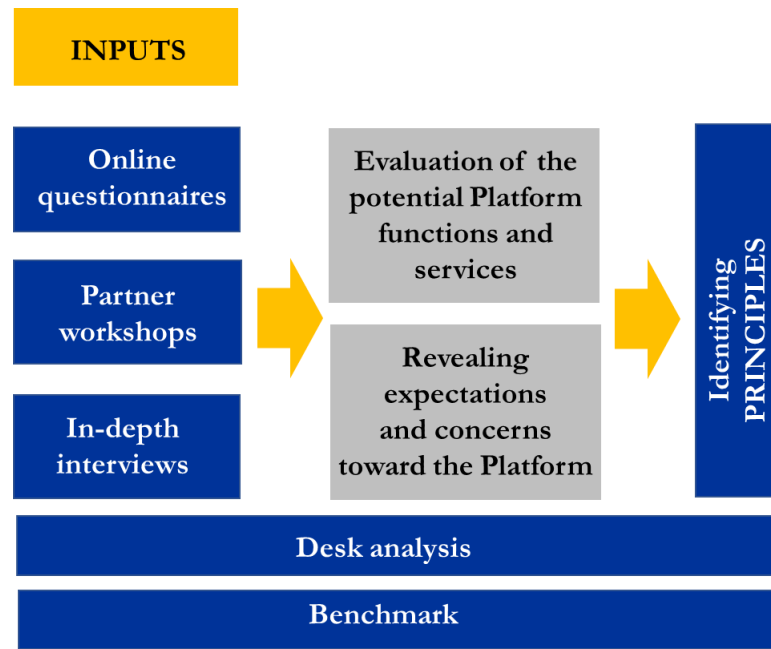
Novi Sad, 13 November 2018

Objectives of the Platform

- Enhance **communication, information sharing and networking**
- Provide **services** which the partners do not have the financial, human or technical resources for
- Be eligible to obtain and effectively use **external funding**
- Provide **political backing** to the partners
- **Market** the DBS Region in the field of sustainable transportation
- Provide financial and operational **sustainability**

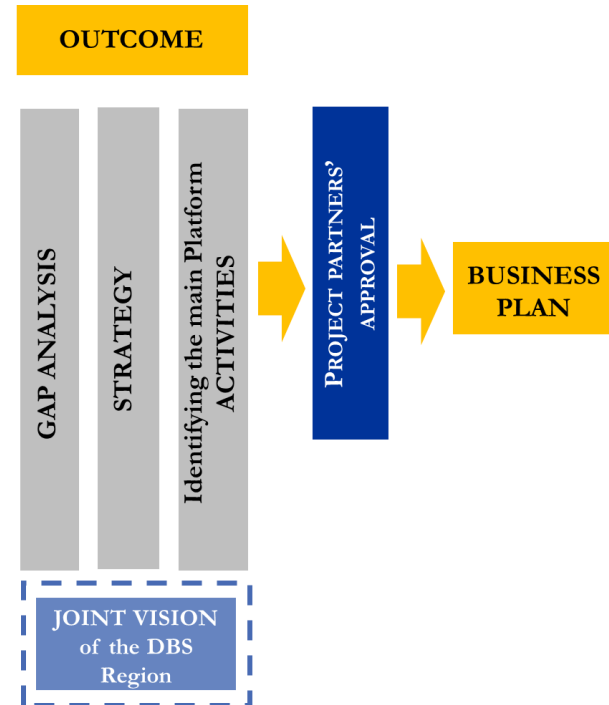
Benchmark method: an in-depth study of a phenomenon from a multitude of perspectives (using both qualitative and quantitative data collection methods).

- Desk analysis
- Online questionnaires
- In-depth interviews
- Partner workshops



Gap analysis

- A comparison of the actual performance of an organisation with its potential or desired performance
- What state the partners aim to reach and what kind of obstacles they must overcome? – based on the Potential Analysis and the Joint Vision 2040

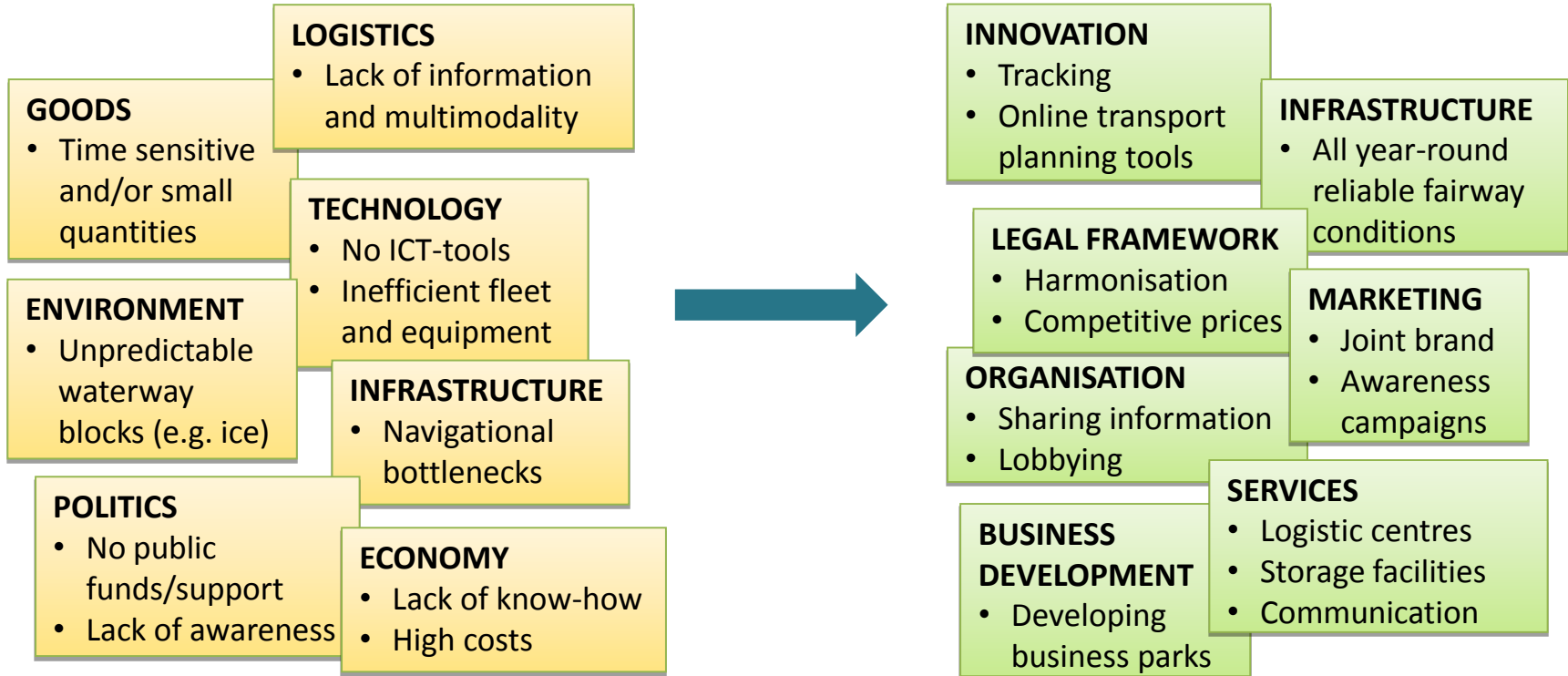


The overall vision is an economically prosperous DBS Gateway Region, competing successfully at the international freight transport market as an attractive choice for maritime and inland waterway transport.

- 1. Strengthening Gateway Region** (internationally recognized brand, modern infrastructure, joint voice to lobby, etc.)
- 2. Strengthening Regions** (multimodal connections, business settling around ports, etc.)
- 3. Strengthening Ports** (“coopetition” – unique selling points → comprehensive service, Danube port logistics centres, etc.)

- Low navigability (bottlenecks), slow customs handling, lack of a highly trained staff
- Higher costs, discriminative legislation, large quantities of goods needed
- Lack of funding/public support
- No ICT-tools for integrated network management
- Lack of awareness/know-how, no cooperation and joint plans, i.e. for entering new markets

Describing & bridging the gap



1. List of current/potential members and the target groups
2. Main profile – services, prioritization
3. Resource needs – financial sustainability
4. Legal form of the organisation (based on the previous discussions)
5. Basics of the organizational and operational rules

- **Open membership** for any regions and municipalities (with ports) along the Danube river – public sector
 - + Easier to delegate the necessary operational tasks
 - + Revenue from the possible membership fees will increase
 - A larger organisation is more difficult to manage

TYPE OF ORGANISATION

MEMBERS

TARGET GROUPS

Ports,
terminals,
seaways



Ship owners,
charterers,
operators



Maritime
and IWT
sector
associations



Suppliers,
business
partners



Customers
(e.g. cargo owners)



Government,
regulators



TYPE OF ORGANISATION

MEMBERS

TARGET GROUPS

Academia



NGO



Investors,
banks,
insurers



Employees,
unions



Media



CUSTOMS



LOGISTICS
SERVICE
PROVIDERS



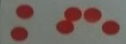
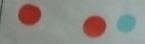
CUSTOMS

LOGISTICS
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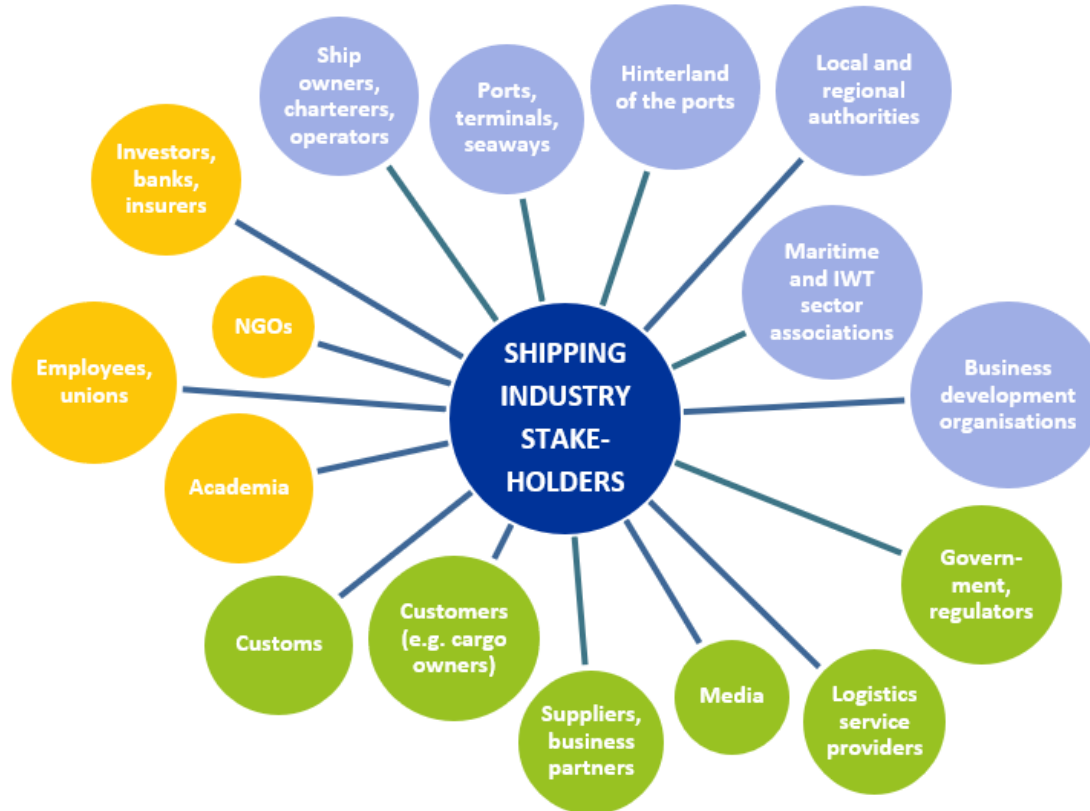
LOCAL AND
REGIONAL
AUTHORITIES

HINTERLAND
OF THE PORTS

BUSINESS
DEVELOPMENT
ORGANISATION



Members/target groups



- 1. Services related to the DBS Gateway Region project**
 - Presenting *searchable, visualized project documents* (project results/outputs)
 - Updating the *Funding Guideline*
 - Assisting and monitoring the *implementation* activities (i.e. Roadmap measures, RAP measures)
- 2. Services related to information exchange**
 - A well-structured *common database*
 - Regular *communication* with other stakeholders
- 3. Services related to operating the Platform**
 - *Partner meetings* annually/semi-annually
 - *Working groups/discussion boards* in specific topics

- 4. Services related to transnational knowledge exchange**
 - Capitalization through sharing *good practices*
 - Organizing *trainings*
 - Know-how sharing via *regional online discussions*
 - *Online help interface*
- 5. Services related to marketing and promotion**
 - Sharing port introduction *videos*
 - Marketing platform and *joint promotion*
- 6. Services related to the development of the DBS Gateway Region**
 - *Lobbying*
- 7. Services related to sustainability**
 - Encouraging *eco-friendly behaviour*

SERVICES	PRIORITY
SEARCHABLE, VIZUALIZED PROJECT DOCUMENTS	6
① UPDATING THE FUNDING GUIDELINE	16
② ASSISTING AND MONITORING THE IMPLEMENTATION ACTIVITIES	14
③ COMMON DATABASE	15
④ REGULAR COMMUNICATION WITH OTHER STAKEHOLDERS	13
⑤ PARTNER MEETINGS	2
⑥ WORKING GROUPS	5
⑦ SHARING GOOD PRACTICES	14
⑧ TRAININGS	2
⑩ KNOW-HOW SHARING	10
⑪ ONLINE HELP INTERFACE	5
⑫ PORT INTRODUCTION VIDEOS	2
⑬ MARKETING AND JOINT PROMOTION	18
⑭ LOBBYING	13
⑮ ENCOURAGING ECO-FRIENDLY BEHAVIOUR	18

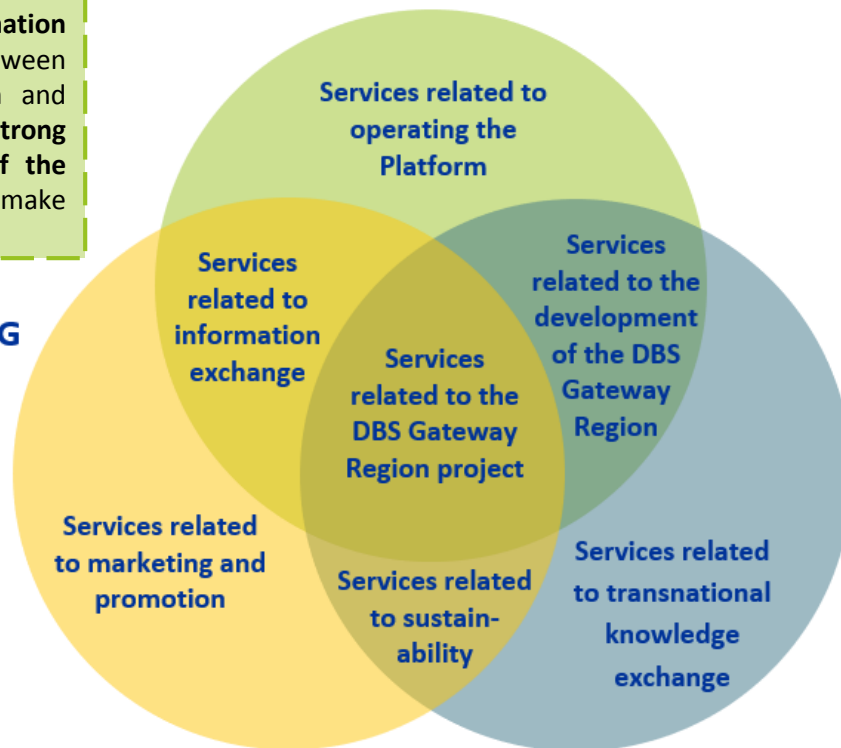
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- Services related to transnational knowledge exchange
 - Capitalization through sharing *good practices*
 - Know-how sharing via *regional online discussions*
- Services related to marketing and promotion
 - *Marketing platform and joint promotion*
- Services related to the development of the DBS Gateway Region
 - *Lobbying*
- Services related to sustainability
 - Encouraging *eco-friendly behaviour*

ORGANISATION/COOPERATION

Enabling the efficient share of information (in terms of capacities, for example) between all ports to optimise their operation and processes **and using a joint voice as a strong lobby must be the ultimate goals of the Platform**. This close cooperation will make developing joint services easier.

MARKETING

Using a joint voice for lobbying implies the existence of a **joint brand** which can only be successful if it is **complemented by joint marketing activities** (events, publications, etc.) – the Platform directly contributes to this Field of intervention.



The Platform's services should include good practices and know-how sharing (e.g. through online trainings) – these will **indirectly contribute to the economic development of the region and make the sector more attractive for investment**.

BUSINESS DEVELOPMENT

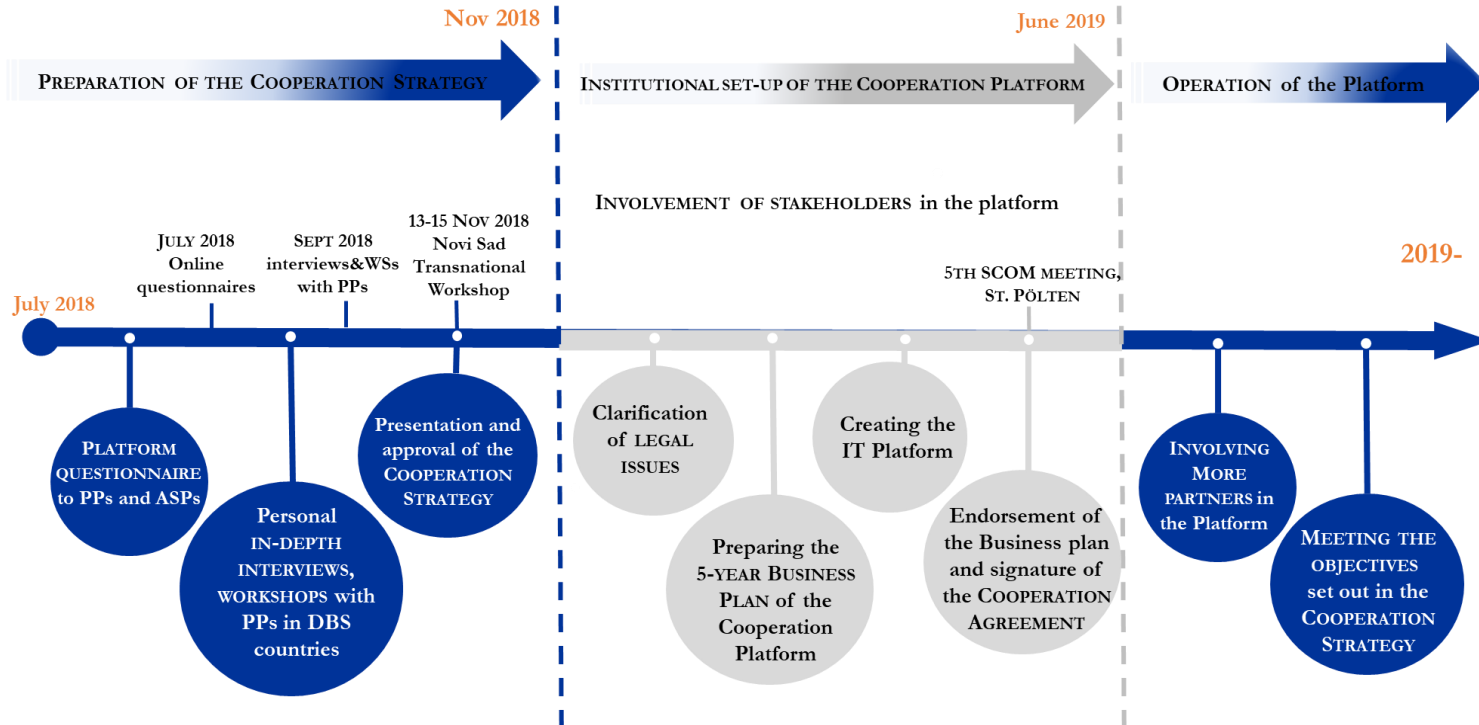
- **Revenue** from the services provided by the Platform
- Annual **membership fees**, according to the level of involvement of the relevant organisation
- **In-kind contributions** (voluntary work, equipment, etc.) – e.g. through a rotating leadership position (changing annually or in every 2 years)
- **Grant support**, when relevant calls are available

Aspects of comparison	Common organisation		Loose cooperation agreement
	EGTC	EEIG	
Members	<ul style="list-style-type: none"> • Minimum 2 members from 2 different European states • States, regional and local authorities, communities, or other public bodies • For private companies, it is difficult to be members 	<ul style="list-style-type: none"> • At least 2 members from 2 different European states • Unlimited number of members • Closed- and stock companies, freelancers, self-employed persons, associations, public law corporate bodies and other legal bodies, too • Maximum 500 employees 	<ul style="list-style-type: none"> • 2 or more legal entities
Commitment of members	<ul style="list-style-type: none"> • Higher level of commitment 	<ul style="list-style-type: none"> • Higher level of commitment to develop economic activities • Members cooperate but remain independent legally and economically 	<ul style="list-style-type: none"> • Low level of commitment

Aspects of comparison	Common organisation		Loose cooperation agreement
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Level of political influence	<ul style="list-style-type: none"> Political backing Easy acquisition of EU funded projects Endowed with legal status 	<ul style="list-style-type: none"> Endowed with legal status (except in some EU member states, e.g. Italy, Germany) 	<ul style="list-style-type: none"> Low level of political influence Hard acquisition of EU funded projects
Diversity of financial resources, income, debt	<ul style="list-style-type: none"> Participating in EU programmes as a single beneficiary In-kind contributions are allowed Services for fees Public funds 	<ul style="list-style-type: none"> Fiscally transparent Pays VAT according to national laws and does not pay any company taxes Members of a grouping have unlimited joint liability for its debt in proportion to their financial contribution Members can decide freely to contribute 	<ul style="list-style-type: none"> Certain services only operate in a bound organization (especially if they generate revenue)

Aspects of comparison	Common organisation		Loose cooperation agreement
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Operational aspects	<ul style="list-style-type: none"> Should have a headquarter, staff and board More bureaucratic internal communication (and its costs) 	<ul style="list-style-type: none"> Should have a headquarter, board and staff More bureaucratic internal communication (and its costs) Distribution of profits and losses where the members did not find an agreement in advance 	<ul style="list-style-type: none"> Should not have a headquarter
Marketing effect	<ul style="list-style-type: none"> Higher-level visibility through an EU-accredited institution Higher capacity to involve new stakeholders, share information and build the DBS Region brand 	<ul style="list-style-type: none"> Higher-level visibility through an EU-accredited institution Higher capacity to involve new stakeholders, share information and build the DBS Region brand 	<ul style="list-style-type: none"> Lower-level visibility Low capacity to enlarge the membership and build a determinative brand
Financial sustainability	<ul style="list-style-type: none"> Financial resources must cover operational costs 	<ul style="list-style-type: none"> Financial resources must cover operational costs 	<ul style="list-style-type: none"> Marginal operational costs

Platform workflow



Thank you for your attention!