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Organization of Maritime Passenger Ports

Summary

In order to study the efficiency of a port as well as of the entire port system within a maritime state, it is best to observe the port as a multi-layered entity and to examine both the external and internal factors affecting port's activity within its immediate as well as wider environment, to examine its business operation, results and more or less strong conjunction of its business operation micro and macro aspects. In the contemporary carriage of passengers by sea, distinction should be made between passenger liner service and cruising or tourist shipping service.

While the distinction between these two categories has always been present, significant changes have been introduced recently in the organization of maritime passenger ports, with passenger terminals' sophisticated design and organization representing the prerequisite for optimal operation and development of passenger liner shipping as well as cruising.

In an effort to meet the increasingly demanding requirements of owners and passengers, ports are required to be constantly upgrading the level of services offered and to pursue even more adaptable and more flexible organizational structure. Ports have been facing constant changes which are reflected in upgrading of port facilities, new organization of work and management, promotional activities, implementation of information systems, introduction of new services etc.

Key words: maritime passenger port, organization, management, cruises, ferry, home port, port of call

1. Introduction

Maritime-passenger ports are one of the substantial preconditions for development of traffic, tourism and economic activities serving a purpose of range of tourist services and meeting passenger needs for transportation. An optimal development of passenger port system can be realized only through port policy coordinated with aims and actions of overall economic policy and conducted in regular manner. Ports' particularity is that they are not an end of their selves than they are designed to serve users' purposes, so all having benefits from ports have to be interested for their business operation and development.

Increase of average size of passenger ship and total volume of passenger marine had an effect also on maritime-passenger ports. Such momentum in quality and quantity has required from ports designed to passenger traffic to change their appearance and mode of behavior. Classic passenger ports have become modern passenger terminals with the task to meet shippers' needs as well as passengers' needs. These are terminals with function is not been used up through ship accommodation, than it shall be extended to ship accommodation of quality, comfort during passenger stay on terminal and efficient accommodation for means of other traffic branches.

Construction of maritime-passenger terminal extending port's production program has to be considered in the first line from the macroeconomic aspect as it affects propulsive the development of a number of complementary activities. Propulsiveness of maritime-passenger terminals is so much comprehensive in the regional development that hardly any world region has not taken advantages of natural conditions provided by geotraffic position.

2. Movement Trends within World Maritime-Passenger Traffic

To provide services to a ship in optimal way means to provide for appropriate suprastructure capacities. Suprastructure capacities at modern passenger terminal (by ferry or for cruises) must be so sized and profiled to enable quick flow of passengers and vehicles and to provide for required passenger comfort, specifically:¹

1. offer (services) in the ports: flow, range, accompanying programs, offer and accessibility activities;
2. kindness of personal, hospitality and cordiality of providers of various services;
3. ability and level of organization of employees on workplaces (customs, police);
4. service and maintenance shops (repair services, mechanic's services, petrol stations);
5. catering establishment and restaurants;
6. refreshment and service areas, rest centers, motels, hotels, exchange offices;
7. well supplied shops, stores, self-service shops;
8. public toilets and sanitary facilities along the roads;
9. parking lots (size, sufficient number of places, popular price);
10. additional programs for passengers (movie houses, entertainment games).

The drawing 1 shows simulation of modern maritime-passenger terminal. In addition, specific requirements relating macroenvironment have to be met in order to justify invested funds and to use installed capacities optimally, which shall provide for market of port services respectively attract passenger flows to these ports.

¹ Holjevac Avelini, I.: Quality Management in Tourism and Hotel Industry, Faculty of Tourism and Hospitality Management, Opatija 2002, page 159.

The basic conditions are²:

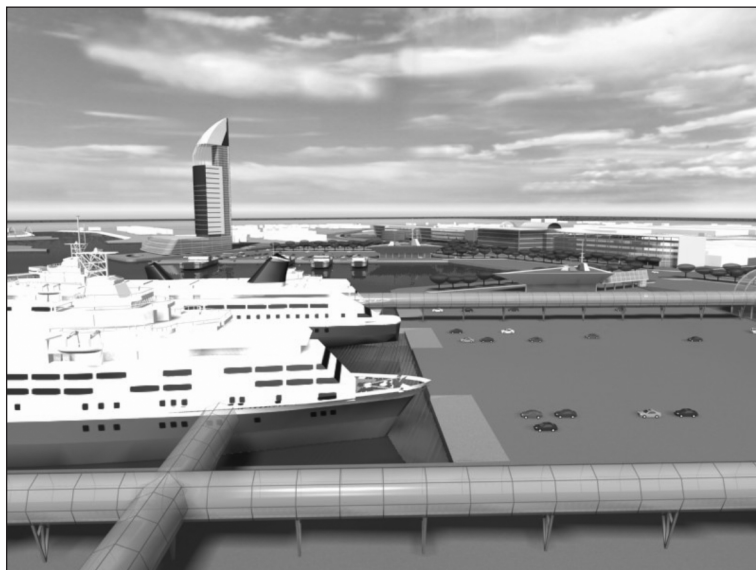
- satisfactory traffic connection (road connection);
- satisfactory connection with places and their economy (travel hours);
- traffic network (“in the shortest time the safest way to reach the target”);
- extended network of roads/shipping lines;
- connection and integrated state of different types and branches of traffic;
- quality-informing;
- velocity of traffic development;
- links frequency;
- being passable, free flow, undisturbed development and normal traffic flow.



Drawing 1. Image of modern multipurpose passenger terminal

Source: Kesić, B., Jugović, A.: New Ferry and Passenger Port Zadar, *Port of Zadar Authority*, 2003.

² Kesić, B.: **Port Economics**, University of Rijeka, Rijeka, 2003, page .



Drawing 2. Image of modern multipurpose passenger terminal

Source: *Kesić, B., Jugović, A.: New Ferry and Passenger Port Zadar, Port of Zadar Authority, 2003.*

Macroenvironment requirements, increase of world maritime-passenger flows and innovations in shipping change the image of world maritime-passenger market and so the ports, as an important segment of maritime traffic progress and regulation, must adopt to new circumstances. The adoption process of old or construction of new modern ports depends on spatial and economic possibilities of the port self, and is often rendered more difficult or limited by specific factors important for development and business operation of the port respectively by inflexibility of the port system self as an economic entity. Each adoption to modern shipping is expensive and difficult, the issue is not only of amount of capital investment but also of exploitation cost-effectiveness of expensive quays, re-embarkation ramps and bridges depending on efficiency of capacities respectively on concentration level of passenger traffic.

3. Organization of Maritime-Passenger Ports

Features, traffic capacities, purpose and appearance of passenger port depend on ships being expected on terminals. In the world, the ports/terminals differ as designed for

- liner
- cruisers.

The mentioned classification of ports is linked to organizational aspect of business operation in ports where the passenger as subject of transportation is in the focal point. There is another subtype of maritime-passenger port and that is nautical port or marina. Marina represents the primary facility of nautical tourism, constructed, reconstructed, extended or updated for rendering all services to participants in various tourist aspects and sea entertainment navigation.³

3.1. Organization of Port for Passenger Liners

With respect to characteristics and type of ships, the passenger port within passenger line shipping shall be defined and organized with all necessary facilities and programs. Line passenger traffic shall be classified to classic passenger ships, RO-RO passenger ship and very fast ships, and the basic and the greatest difference between these ships refers to the subject of transportation.⁴ Although this distinction is significant for the line passenger traffic and is the main feature of level of recognition for type of transportation within the passenger shipping, it has been almost neglected in organization of passenger ports. The reason therefore is that the majority of maritime-passenger ports have been profiled for re-embarkation and supplying of all subtypes of line passenger shipping, i.e. ports are organized as multipurpose terminals. Such versatility has arisen due to high costs for construction of maritime-passenger port and inflexibility of such investments as it was simply not possible to construct a new port simultaneously with appearing of every more significant development of passenger ships. The need has been imposed to construct specialized passenger terminals and units (automated ramps, bridges etc.) within one port that shall be able to accept and respond to all requirements of passenger shipping and demand for maritime-passenger transport. Development of passenger ships comparably insists on development of seaport capacities that, if they wish to take part in passenger shipping, must meet challenges such ships are representing.

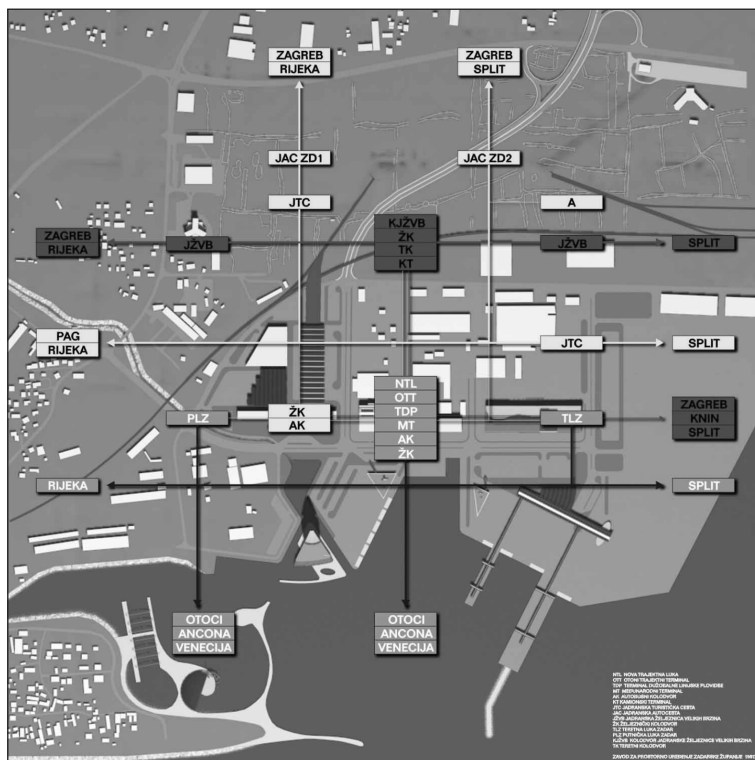
Areas for location of road vehicles, access roads, ramps for embarkation on and disembarkation from ships and contacts with means of other traffic branches on terminals for line passenger traffic are of special importance. Therefore, locations closed to the town or those closed to terminals of other traffic branches have advantages. Communication with road traffic is the most important as the concept for RO-RO passenger ships (ferries) has been based on possibility that a passenger has on disposal a car during the whole journey. In order to make embarkation/disembarkation easier, i.e. to make communication between maritime and inland terminals for passenger tra-

³ Šamanović, J.: **Nautical Tourism and Marina Management**, Maritime Collage of Split, Split, 2002., page 60.

⁴ RO-RO ships are, contrary to other two types, able in addition to passenger to carry vehicles as cars, trucks, motorcycles, camp trailers and railroad cars

veling without vehicle more simple, modern passenger ports have been equipped with passenger (covered) swing bridges (similarly as on airports). They enable direct flow of passengers from terminal to ship and vice versa. Such mode of operation is especially efficacious in ports for international traffic because of police- and customs-control. The scheme 4 shows structure of modern multipurpose passenger port.

Schema 1. Simulation of modern passenger terminal at the Zadar port



Source: Kesić, B., Jugović, A.: New Ferry and Passenger Port Zadar, Port of Zadar Authority, 2003.

The organizational level of line passenger traffic is as a rule composed of big shipping companies with possibility for significant capital investments in fleet. These shipping companies are in most cases established as joint stock companies. In countries where maintenance of line connections between coast and islands is an interest of the society as a whole, the shippers are often state-owned and run enterprises (e.g. “Jadrolinija” in the Republic of Croatia).

Organizational structure of common carrier is more complex than the classic transport function as for passenger ships conditions for rendering catering and other

services to the passenger has to be provided increasing the need for “service staff” and developed purchasing function by several orders of magnitude.

3.2. Organization of Ports for Cruises

Due to expansion of international cruises, in the recent time terminals specialized for such type of traffic have been developed.

Former development of ports/terminals for cruises is the result of:⁵

- progressive standard growth in the countries of West and North Europe, North America and in the recent time Japan, South Korea, Singapore and Thailand;⁶
- engagement of tour operators who before setting up the itinerary may define two parameters: 1) economic, technological, cultural and infrastructure advantages of ports of embarkation and ports of call and 2) existing of sufficient potential payment demand.

Only at this point, intensive media advertising shall start for a longer period, implying presentation of the itinerary from benefit and program aspects unavoidably emphasizing new experience in life of modern man being acquired from such journey. Consequently, cruise terminal is a condition without which commercial exploitation of specific space cannot be imagined.

The former experience of tour operators on cruise market indicates that the investment in terminal is the basis of economic evaluation of cultural heritage and manifestation of campaign for prestige in relation to competitive port.⁷

The function of cruiser port is of two kinds depending on whether it is a case of:⁸

- homeport for cruises and
- port of call.

Ports of call are ports belonging to one of tourist destinations that the cruiser within its itinerary intends to call. It is expected that such ports meet following basic requirements: 1) accommodate cruisers 2) provide for customs and police formalities, 3) organize excursions to surrounding prominent places and distinguish locations (museums, restaurants, gambling houses etc.), 4) service and maintenance shops and ship chandlery, 5) catering establishment, restaurants and shops.

⁵ Mrnjavac, E.: **Tourist Traffic**, Faculty of Tourism and Hospitality Management, Opatija, 2002, page 29.

⁶ Japan is still an independent market because the Japanese people do not aim for vacation and even they decide to have vacation it is not longer than one week.

⁷ As an example, the construction of terminal at port in La Valleta on Malta has to be mentioned where it has been constructed for cruiser needs. During the year 1991 due to the war in the Persian Gulf, the Mediterranean has become high-risk zone. Numerous tourists have desisted from visiting the Mediterranean, but in spite of it the Government of Malta has doubted about propriety of the decision to complete the construction of the maritime-passenger terminal..

⁸ Kesić, B., Jugović, A.: **New Ferry and Passenger Port Zadar**, Port of Zadar Authority, 2003.

Although these requirements seem to be numerous and comprehensive, they are after all much lesser than the requirements the cruise ‘‘home port’’ has to meet. In addition that the homeport has to serve the ship in optimal manner, it must make available to passenger and ships additional activities and services as they are:⁹

- sufficient connection with all traffic branches and frequency of connections (road, railway, shipping lines etc.);
- space for parking passenger cars and buses;
- as passengers come from far emitting markets, mostly by plane it is necessary that the terminal is located closed to the airport;
- as the passenger may be in position to wait longer for the beginning of the journey (earlier flights, town sightseeing etc.), the terminals with their programs and visual experience shall be formed so that tourists already staying on terminal experience it as a component of the tourist product;
- terminal locations in downtown have advantage as also activities in the town self are on disposal to tourist, so requirements for providing tourist services on terminal shall be minor and the offer self more diversified and of higher quality;
- safe and permanent berth.

Cruises are a form of transport and tourist service. Tourist service refers to tourist destinations with activities contributing to quality of service at this destination (sport-fitness activities, shops, banks, gambling houses, museums, culture-related sights etc.). Tourist agencies are specialized in cruise organization and they dispose on rich and varied network of branches providing for quality-coverage of emitting market of one world region or even several world regions. Due to such arrangement of emitting and receptive markets and relatively long distance, the agency shall as a rule offer and organize transportation by air to and from the homeport.

Transport and traffic function of cruise shall be performed by shipping company specialized just in this shipping activity. It makes available ship and crew and to lesser extent, it can be in charge for sales, but this is in most cases let to the tourist agency. Holders of transport function other than specialized shippers can be shipping companies concerned with other forms of maritime transport or multinational companies which business object is entertainment and leisure industry (e.g. Disney Company). The passenger ports or terminals being ‘‘gate’’ leading to the tourist destination are also an important element of transport function within the production of complete tourist service. Tourist destination includes the most different tourist programs being the motive for arrival of tourists.

Organization of cruises appears as complex product of shipping, port activities, overland and air transport, ship chandlers, cultural institutions, catering establishment, shops, tourist and maritime agencies and other entrepreneurs. It represents interdependence and interaction of maritime transport (ships and ports) and tourism (tourist destination and entertainment).

⁹ Ibidem

3.3. Organization of Tourist Port - Marina

Tourist port is a specialized port in which traffic of nautical tourists take place and which disposes on complex of modern built and organized facilities, equipment and activities for accommodation, location and maintenance of crafts for nautical tourism. Tourist ports represents primary tourist facility for nautical tourism built or reconstructed, extended or updated with the purpose of providing all services to participants in various aspects of tourist and leisure navigation on the sea, rivers and lakes.¹⁰

The prevailing type of tourist port in the world is marina so it represents the primary tourist port specifically for the simple reason that the most different boaters' needs and wishes are met only in marina. Due to complexity of nautical service and crying need for its organization and conceived policy for nautical tourism, the process of perfection and improvement of all tourist ports in marina is obvious. Consequently, marina is boater's accommodation station that depending on category must have following elements: sea and dry berth, ability to provide for logistic services on berth and on marina's area, ability to provide for quality-technical and repair services, trade offer, catering establishment and parking places for vehicles. In addition to these basic elements, following comparative advantages are substantial for successful operation of marina:

- location along known tourist settlements or national parks
- sufficient traffic connection.
- Based on organization and types of construction the marinas in the world are classified into:¹¹
- American type,
- Atlantic type and
- Mediterranean type.

American type of marina is characteristic of simple (and standard), quality- and relatively cheap construction, functional arrangement of programs, good equipment and efficacious business organization.

Atlantic type of marina as well as all European marinas has in architectural sense no uniform construction model. These marinas are not so well equipped and in average are of smaller capacity than American marinas.

Mediterranean type is characteristic of relatively less land area with firm construction of infrastructure facilities. They are linked to tourist settlement or are often a part of it. They dispose on limited number of berths being intended mostly for guests in summer season with shorter stay at the port.

Motives for tourist visit the nautical-tourist port are for example fuel and victuals purchase and supply, works on floating unit, taking shelter in case of bad weather or

¹⁰ Jadrešić, V.: **Nautical Tourism**, Teacher Training College, Zadar, 1978, page 24.

¹¹ Baričević, H.: **Tourist Traffic**, Tourism College, Šibenik, 2003., page 91.

storms, rest, recreation, going on shorter or longer excursions, exercising sport-activities on the sea, swimming and fishing, yacht and motor boat lease etc. Regardless of motive of tourists (marina users) for visiting in marina, one fact is always the same, specifically that their visiting is spontaneous (unarranged) and that it is of leisure-nature.

Conclusion

Maritime-transport services to passenger in liner and cruiser traffic are characterized by following processes:

- intensive increase in demand;
- concentration of ship lanes to reduced number of ports;
- introduction of various services designed for passengers;
- increase of service quality designed for passenger;
- reduction in number of shippers to several big ones (during '50s the development of some shippers has reached such extent that they were in position to determinate directions of goods and people);
- construction of modern passenger ports (modeled on airports);
- extension of programs and arrangement of additional activities in the port and outside the port.

Today the oversea regular line transport is going to be reduced due to keen competition of passenger air transport as people's demand for such type of transport to longer destinations shall be met much quicker and more efficacious. Therefore, there are rare shippers specialized exclusively in oversea regular line passenger transport. Modern shipper acting in oversea regular passenger transport complete such acting with other forms and types of sea shipping, extending it to cabotage passenger transport and organization of tourist-tours.

In the coming years a more frequent appearance of bigger and lavishly equipped passenger spaces specially referring to existing smaller RO-RO-passenger ships that have been met in the last years on Adriatic passenger lanes from the coastline to islands has to be expected. In the near future, the expected development of line traffic shall depend in the first line on technological development of ships and ports and their reciprocal technological and organizational adjustment. Increase in single transport capacities follows the growth in volume and quality of services designed to passenger. Variety, comprehensiveness and quality of these services on present passenger ships and passenger terminals shall contribute to increase in demand for maritime-transport services.

Just few trends can be measured, in terms of significance, with length and capacity modifications as well as with overall development movements of basic cruise product – cruisers. Development of cruisers is one of major mechanisms stimulating cruising growth and development. Shipping companies continue to invest billions of American dollars in new, bigger, more safe and luxurious ships in order to be ready to

respond to competitive challenges and to reach harmony between amounts of supply and demand.

All participants in cruises (port authorities, shipper, tourist agents, provider of services, local communities) must conform to, must cooperate and behave as partners in joint business with the purpose to satisfy needs and requirements of cruise-passenger increasing more and more. Failures of just one partner can make bad impression of tourist destination whereas successfully realized cruises can lead to business that can become driving force of economic and social development of specific tourist destination and all entities involved in generation of cruise-service.

Cruises in the world are increasing permanently and no reason can be perceive that could affect an opposite direction of movement respectively retarded growth in the future. It makes sense that there shall be fluctuations as cruises are subject to cyclical movements but the trend shall be ascending.

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Organizacija pomorskoputničkih luka

Sažetak

Uspješnost luke ili cijeloga lučkog sustava jedne pomorske države najbolje se ogleda sagledavajući luku kao slojevit gospodarski subjekt, istražujući vanjske i unutarnje čimbenike kojima luka djeluje na svoje uže i šire okruženje te kroz ekonomske rezultate, bolje ili lošije efekte poslovanja, snažniju ili slabiju spregu makro i mikro aspekata djelovanja luke. U suvremenom prijevozu putnika morem treba razlikovati: linijsko putničko brodarstvo i kružna putovanja, tj. turističke pomorskoprijevozne usluge.

Iako je takva podjela uvijek postojala, može se reći da u novije vrijeme dolazi do značajnih promjena u organizaciji pomorskoputničkih luka, odnosno suvremeno dimenzionirani i organizirani pomorskoputnički terminali postaju preduvjet optimalnog provođenja i razvijanja linijskog pomorskoputničkog prometa i kružnih putovanja.

Da bi luke bar u većoj mjeri zadovoljili veoma visoke zahtjeve brodara i putnika, moraju stalno dizati razinu svojih usluga te stremiti adaptibilnijoj i fleksibilnijoj organizaciji. Luke su okrenute konstantnim promjenama koje se ogledaju u sljedećim čimbenicima: modernizaciji luka, novim modelima organizacije rada i upravljanja, promotivnim aktivnostima, implementacijom informacijskih sustava, uvođenjem novih usluga i tako dalje.

Ključne riječi: pomorskoputnička luka, organizacija, upravljanje, kružna putovanja, trajekt, matična luka, luka pristajanja

Organizzazione dei porti marittimi per passeggeri

Sommario

Il modo migliore per saggiare l'efficienza di un porto o di tutto il complesso portuale di uno stato marittimo è analizzarlo come soggetto economico stratiforme, esaminando i fattori esterni ed interni che incidono sull'attività portuale, i risultati economici, la validità gestionale ed altri aspetti ancora. L'odierno trasporto dei passeggeri per mare può venir distinto in navigazione di linea e di crociera, una forma di servizio questa che coniuga il trasporto marittimo al turismo.

Sebbene tale distinzione sia da sempre esistita, in tempi recenti i porti marittimi per passeggeri si distinguono per importanti cambiamenti d'organizzazione e di struttura. L'ampliamento e la ristrutturazione degli scali sono condizioni preliminari per uno svolgimento ottimale delle attività del traffico marittimo di linea e di crociera. Per far fronte alle richieste sempre più esigenti di armatori e passeggeri il livello dei servizi degli scali deve di continuo adeguarsi ai nuovi bisogni e la struttura esser sorretta da un'organizzazione flessibile ed adattabile. In altri termini ai porti marittimi per passeggeri si richiede una continua predisposizione all'ammodernamento, all'accoglienza di nuovi modelli organizzativi di lavoro e gestione, ad una ininterrotta attività promozionale, all'implementazione dei sistemi informatici sempre più evoluti, all'introduzione di nuovi servizi ecc.

Parole chiave: porto marittimo per passeggeri, organizzazione, gestione, crociere, nave traghetto, porto di scalo