With the Integration of the Yangtze River Delta Port Cluster Management and Stronger

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Abstract. Along with the global economic integration, the international logistics industry to accelerate the development of the globalization. The Yangtze River Delta port cluster to integration into the world economic system, to cope with the international logistics industry challenges, must choose the port integration mode, realize win-win cooperation development goals by means of capital and technology, the implementation of resource sharing, complementary advantages, reduce the management and technical development cost. Therefore, must develop the economic circle of Yangtze River Delta port group’s overall development plan, the specialized management agencies to set up the economic circle of Yangtze River Delta port cluster development, improve the comprehensive coordination mechanism of the Yangtze River Delta port, to create favorable conditions for port logistics matching, build the collaborative development of logistics information system, the Yangtze River Delta port group enterprise culture, and in equity as a link, industry chain extension as the basis, cooperation and win-win port collecting and distributing system.

Introduction

With the acceleration of global economic integration, the development of international multimedia transport and the increase of the complexity of the integrated transport chain, the international logistics industry has accelerated the development of globalization, the port has become an important part of logistics and ways to achieve. In order to meet the challenges of the international logistics industry, the traditional logistic enterprises must integrate capital and technology into the strategy of cooperative development in the international scope, carry out the resource sharing, complement each other and reduce the management and technology development costs of the international logistics industry and it is also necessary to achieve the joint and consolidation of the logistics enterprises. And the port in the same economic hinterland need even more integration to strengthen the strategic cooperation between each other, make full use of all resources to improve the efficiency of the international logistics system. To achieve the goods in the supply chain throughout the reasonable, in order to achieve the total cost of the minimum, the total efficiency of the optimal. Finally realize the win-win situation of multi-stakeholder.

The Basic Situation of the Port Group in the Yangtze River

Yangtze River Delta region within the Jiangsu, Zhejiang and Shanghai—two provinces and one city. The coastline is 3500 km, accounting for 21% of the China. Yangtze River Delta region is one of the largest region of the port density, it has eight major coastal ports, 26 inland ports above the scale. From the nature of the port to points, it can be divided into the harbor, the Yangtze River port and other island river ports. From the current situation, the harbor mainly has Shanghai port, five ports in Zhejiang province (Ningbo, Zhoushan, Jiaxing, Taizhou, Wenzhou) and Lianyun port in Jiangsu province. Jiaxing port which includes the coastal port of Zhapu and Jiaxing inland river; Ningbo and Zhoushan in 2006 merged into Ningbo-Zhoushan Port; the Yangtze ports included Nanjing, Zhenjiang, Changzhou, Wuxi (Jiangyin Port), Suzhou (Zhangjiagang, Changshu and Taicang), Yangzhou, Taizhou, Nantong; the Yangtze River port included Hangzhou, Jiaxing, Huzhou,
Shaoxing, Suzhou, Wuxi, Changzhou and so on. In addition, the main port of Shanghai is the harbor, but also includes the Yangtze River Port (Waigaoqiao), Wusongkou Port, Huangpu river port and inland river port area. Nantong and Yancheng are both building harbors (such as Dafeng, Lusi, Yangkou, etc.). Yangtze River port is one of the largest port density in China, 400 kilometers below the Yangtze River in Nanjing, on both sides of the coastline of 800 kilometers, more in all directions of the inland waterway network. At present, the Yangtze River Delta port group has nearly a thousand large coastal productive berths, of which more than 10,000 tons of berths of the port about 425, with superior river shipping conditions and unobstructed conditions, responsible for regional and national foreign trade import and export of materials and energy, production transportation of raw materials, but also the main port of foreign transport of the Yangtze River."The Yangtze River Delta port economic situation and situation analysis report in 2010" of the Shanghai Port Management Committee shows that in 2010 the Yangtze River Delta port cargo throughput of 33.65 billion tons, an increase of 14%, accounting for 38.5% of the country. Among the 22 billion tons of large ports, the ports in the Yangtze River Delta account for 9 ports, respectively are Shanghai Port, Ningbo-Zhoushan Port, Suzhou Port, Nantong Port, Nanjing Port, Lianyungang Port, Huzhou Port, Jiangyin Port and Zhenjiang Port. Yangtze River Delta port throughput continued to maintain high growth for many years, its has the growing role to services the Yangtze River Basin, serve the country and promote regional economic development. Yangtze River Delta port development to the Yangtze River Delta region's strong economic development as the basis, according to forecasts, before the 2020 years, the Yangtze River Delta port group direct hinterland, namely Jiangsu, Zhejiang and Shanghai's GDP growth will be 7% -10%, only the immediate hinterland of the near-mid-term port demand will be more than 20 million tons, and the port's existing capacity compared to there is still a big gap. Therefore, with the economic globalization and the development of information technology, the competition pressure of the enterprise is more and more big. The traditional concept of competition can not meet the needs of enterprises’ development, and must take the road of cooperation between enterprises and the same industry--integration. The Yangtze River Delta port of a certain core competitiveness of the opponents together to seek a common development, which has become the mainstream of the times.

**Port Integration is the Inevitable Choice for Strengthening the Port Group in the Yangtze River**

Yangtze River Delta region has a long history of economic rise and development. Since the Six Dynasties, gradually become the country's economic powerhouse. In the Tang Dynasty, as the country's silk, tea, paper, china and other commodities of the main producing areas, the development of overseas trade and transport facilities, has a good hinterland industry support. Before the Sui and Tang dynasties, Yangzhou was the largest port in the Yangtze River Delta region. After the Song and Yuan Dynasties, the status of Yangzhou, which was far away from the Changjiang River estuary and the coastline, gradually declined, giving way to Hangzhou in the south of the Yangtze River Delta, especially Mingzhou (Ningbo today). Ningbo has become the most influential coastal port in this region today. Shanghai port develop rapidly until the Qing Emperor Kangxi years after the opening of the ban on trade, and with the rise of the Northern route gradually developed into the Yangtze River Delta region and even China's largest domestic trade port. Not only trade far more than other ports, and the region belong to other ports under the command, into its own ports. In 1920s, Shanghai was rapidly developing into the sixth largest port in the world. At this point, although the development of foreign trade in Ningbo Port, but the growth rate is not fast, the status of the port decline, become the branch port of Shanghai, increasingly marginalized.

After the founding of new China planned economy era, the Yangtze River Delta port construction is also under way, but the overall effect is not too great. Taking the port of Shanghai as the base of modern port development as an example, in the 28 years between 1951 and 1978, the length of the wharf increased by only 31.5%; although the number of berths increased from 26 to 50, an increase of 92.3%, the total number of berths only increased from 91 to 99, increased by less than 1% in 28
years; the total area of warehouses matched to the port and dock was not only not increased, but only be 84.65% to 1951; the same period the storage yard area also increased only by the same period, 44.35%.

After the reform and opening up, the Yangtze River Delta region's economic development and port construction began to recover. With the rapid development of the regional economy, the port cluster represented by Lianyungang Port, Nanjing Port, Suzhou Port, Shanghai Port, Ningbo-Zhoushan Port has been developing steadily. In the 392 km along the Yangtze from Shanghai to Nanjing, there are about 1 wharf per kilometer, and there has one large port average of 39 km. Such a port density, not only domestic unique, the world is also rare. Port and hinterland to promote each other, to enhance local economic strength, while the port group to adjust the internal pattern of deepening is also constantly enhance the competitiveness. This increasingly adjust the pattern of a strong impetus to the strength of the Yangtze River Delta port cluster growth.

The first level of the Yangtze River Delta region is the Shanghai Port and Ningbo-Zhoushan Port, the two ports both have the advantage of international competition, should actively expand international resources, focusing on innovation, and should avoid repeated construction of hardware facilities in the port. Therefore, if the two ports want to achieve synergism development, positioning must be integrated, to take the lead in innovation, hardware complementary strategy. After the completion of Yangshan Port, Shanghai Port should continue to actively expand international new routes. The ultimate goal is to become a strategic hub port and international shipping center for international shipping; Ningbo-Zhoushan Port should actively deal with the competition from ocean shipping market in Europe and America. To be the outer port of Shanghai International Shipping Center and an important addition to Yangshan Port. The second level of the Suzhou Port as an important port to river and ocean combined transportation, as the main branch line to each other with the first level of the port, each have their own role, joint management and common development, become the regional international shipping center. In this case, the third level of the other ports should also be actively involved in, strengthening the joint with the brothers port, building strategic partners, through the hub port and feeder port of strategic alliances, becoming complementary advantages to avoid vicious competition peers. And enhance the international competitiveness of regional hub ports and global hub ports.

Of course, the development of the port is ultimately based on the economic belt nearby, the Yangtze River Delta economic belt has formed several different economic belts, goods transport between different economic belts can not rely on a single "shipping center" to complete, on the contrary, the ports of the Yangtze River Delta economic belt should be integrated. Under the unified and coordinated management, they can cooperate and overcome weaknesses, and give full play to their advantages, mutual support and dislocation development, and complement each other based on their respective transport routes and category advantages. As similar to the Tokyo Bay port group "wide-area harbor", to deal with fierce commotion from outside to enhance the overall competitiveness of collaboration.

Integration and Operation of the Yangtze River Delta to do Strong Port Group

In the current situation, the realization of the coordinated development of the port logistics in the Yangtze River Delta should be a combination of the government management behavior and the port market behavior. It is necessary to strengthen the horizontal cooperation as well as to strengthen the vertical cooperation. In the light of the specific circumstances of each port, to make up for the lack of a single aspect of management. To this end, we should establish the guiding mechanism of government and port two-way interaction, the dynamic mechanism of government and port division of labor rationality and coordination of interests of all parties, but also link the government and port behavior through e-government and port logistics information system, to ensure smooth flow of information between the two, through "information flow as the center, to the overall efficiency of the best-driven" concept of collaboration to promote the rational flow of logistics and cash flow. To do this, the writer made the following recommendations.

First, formulate the overall development plan of Yangtze River Delta economic circle port group.
In accordance with the "National coastal port layout planning" and national laws and regulations and related policies to determine the long-term, medium-term and short-term development goals, to prepare of regional port shoreline resource allocation, highway, waterway, railway and civil aviation transportation system, establish the region common market mechanism, cooperative management mode, formulate unified market operation rules, promote regional port integration, improve the regional port comprehensive capacity, realize the optimal allocation of regional port shoreline resources, clarify the location and basic service functions, strengthen the synergistic effect of the ports of economic circle, and strengthen the regional ports’ comprehensive benefits. In the planning, it is necessary to highlight the distribution of interests among ports, safeguard the interests of the ports. Focus on research to the variety of economic phenomena and the distribution of benefits reflected and the behavior of different members of the interests of mutual restraint. Make "win-win and benefit-sharing" as the core, to achieve the complementary advantages of the ports and to enhance the overall competitiveness.

Second, establish the specialized management agencies of Yangtze River Delta economic circle port group. In view of the Yangtze River Delta port in terms of location, hinterland, or function, are inseparable as a whole, so the government should change the administrative system segmentation, multiple management model. Strengthen the port management agencies and local government effective linkages and coordination, unified planning, unified management. Solve the drawbacks due to self-planning and mutual exclusion arising, give full play to the Yangtze River Delta economic circle port group overall superiority. As every port involved in many large and small administrative barriers, it need to rely on a higher level of coordination of the competent authorities, and these ports are divided into different provinces and municipalities jurisdiction, so, in order to achieve unity of the decree, and make valid prohibit, proposed central government set up a special management committee to manage the triangle economic circle. And sent personnel responsible for the group within the port planning, construction, management and other co-ordination, breaking the obstruction caused by the administrative barriers to the port development, give the free from the policy for the flow of economic elements of space, cancel the capital, talent and other elements of the lack of cross-regional flow of unreasonable restrictions. To improve the cohesion of the port group in the Yangtze River Delta and realize the coordinated development and deep cooperation of the port logistics. The government needs to introduce preferential policies to encourage horizontal cooperation and coordinated management, and need the support of laws and regulations at the national and regional levels. At the same time, to be based on trust, set up the port group coordination committee constitute by every port of the Yangtze River Delta economic circle, responsible for the Yangtze River Delta economic circle of port economic development, to discuss the port group of cargo transport development plan together and to discuss issues of common concern. To realize the synergistic effect of port groups in the Circum-Bohai economic circle.

Third, establish and improve comprehensive coordination mechanism for port development in Yangtze River. Strengthen regional ports and comprehensive planning, strengthen inter-provincial and inter-departmental comprehensive coordination and comprehensive utilization of resources. To assist relevant departments to do a good job of concrete work and policy implementation, coordination of regional port management agencies, and the relationship between the relevant agencies. And guide the regional port enterprises to strengthen the joint, through a strong macro-control and coordination of regional port administrative coordination mechanism to effectively promote the regional port in close cooperation and coordinated development, must play the central government departments related functions. Some national ministries and commissions should introduce effective policies to standardize the development of the port industry, continuously optimize the relevant systems of the port industry, formulate the same service standards and uniform tariff standards for every port, and standardize the port operations. At the same time, we should establish a long-term dialogue mechanism, information sharing mechanism, and regular contact mechanism between port cities around the Bohai Sea Economic Circle by means of e-government, so as to eliminate the closeness of the land and realize the unity of port groups’ orderly management.
Fourth, the Government should create favorable conditions for the port logistics match. On the one hand, to vigorously develop the port industry. Modern port is the best combination of factors of production, many important ports in the world have the layout that "before the port, after the factory," so the Government should focus on land resources and preferential policies to set up port logistics park to support port logistics development, support the development of port logistics, highlight the port logistics status, promote the port industry development. In particular, we should focus on the construction of port-based industrial bases, accelerate the development of the industrial park based on the port industry group, for the port to provide advantages of goods, contribute to the realization of interaction. On the other hand, we must vigorously develop the transportation network. The government should come forward in the Yangtze River Delta economic circle to establish a large railway traffic link, make the major cities with the railway and highway to string together and form a Yangtze River Delta rapid transit circle, to achieve large-scale port railway to enter the port, shortening the Yangtze River Delta space-time distance, which facilitates the use of multimedia transport, strengthening cooperation between coastal and inland cities, across the use of coastal cities in the port advantage for the inland cities to provide logistics services, while the inland cities provide more supply for the port. The third part is to strengthen the shipping giant and the Yangtze River Delta port cooperation. The government should strengthen the service function matching with the port logistics, strengthen the port management function by providing a series of logistics assistance and services such as finance and insurance, quick and efficient customs clearance service and so on, and enhance the service consciousness of the functional departments. Management should follow the principle of "one window" service, to build an open, interoperable logistics service platform, simplified entry and exit procedures, so that commodity testing, health testing and animal and plant detection and other related functions in a window to complete as far as possible. Shorten the port of entry of goods port time, export tax rebate, foreign exchange verification, accounting sales and so on. Reduce toll fees to facilitate the legitimate business access, protection of import and export trade enterprises enthusiasm and make efforts to attract more shipping giants and the Yangtze River Delta port cooperation.

Fifth, constructing the Logistics Information System of the Yangtze River Delta Port Group. Information sharing is the basis of effective port cooperation, which makes the operation of the port transparent and improve the dependency and integrity of the alliance members, and help member enterprises make better decisions. Port standardization of internal operations, while achieving port logistics with partners of information integration, to ensure that access to information is effective, and consistent with key business indicators. At present, many ports already have a relatively complete port logistics information system, but the information system between the port segmentation, not yet effective unity. we can development of a new system, the new system with the existing port logistics information system and the governments’ all levels e-government system integration, so that the port and the central and local governments can understand the system through the port logistics information. The system should be for the owner, and trade, ports, shipping and other networking for the port logistics to provide strong support.

Sixth, build the Yangtze River port logistics joint development of corporate culture. The failure of port logistics collaborative strategy implementation is often not a technical problem, but rather a lack of cooperation within the enterprise culture. It has become the implementation of port logistics strategy of coordination of a major obstacle. The port enterprises lack of cooperation culture, any strategy or behavior will only from their own interests, lack of trust to their partners, some of the port group to bring the overall interests of the private data privacy, ignoring the port group as a whole to bring the value of common development. Therefore, to achieve real synergy, we must change the port enterprise culture, make the consciousness of "we-win" to replace the "I-win", become the dominant concept of the port enterprises. Construction of the port logistics for the coordinated development of corporate culture needs to develop appropriate policies or strategies to the performance and confirmation. If without the right rules and regulations and incentives, some of the changes for collaborative development can not be sustained. To achieve true synergy, it is necessary to change the evaluation mechanism, not only the profitability of a single port as a
measure of its success, but also the port’s contribution to the port group and the rational use of port resources.

Finally, build a stock right as a link, industrial chain extension-based and cooperative and win-win port transport system. Compared with Japan, Korea, Hong Kong, Singapore, etc, the Yangtze River Delta port service quality is poor, so we must seek cooperation with domestic and foreign ports to improve competitiveness and quality of service to meet the increasing demands of the shipper. On the one hand, every port should strictly follow the industry standards, strengthen the customer relationship management system construction, promote market segmentation, provide different services for different customers. On the other hand, each port should take the stock right as the link, expand the industrial chain continuously, utilize the location superiority to develop the port industry, the modern logistics, the port real estate industry and the comprehensive supporting service industry, set up the logistics service center, business center, information and communication service center and personnel service center together. Take the initiative to seek transformation and upgrading, except to the traditional port handling industry, it should provide packaging processing, warehousing and distribution, information services and other high value-added integrated logistics function according to the characteristics of goods, cultivate new port economic growth and to achieve incremental revenue. The ports can jointly invest in the construction of terminals, jointly develop remote hinterland, in the port group within the development of public goods within the feeder, improve port services. Seeking effective cooperation and alliances between ports, shipping and cargo between the obstruction, financing, operation and development of ports, to promote and strengthen the port group within the multimedia transport and format a “fast, convenient, high-quality, punctual and efficient” institution and service system. On the other hand, the ports should use modern technological means to optimize the land and water transport network and construct the port will help open up the hinterland of the railway transport of goods. Optimize the transport routes between ports and ports, development of sea and railway transport, river and ocean transport, to expand the depth of hinterland of the Yangtze River Delta port group, give full play to the characteristics of various modes of transport and advantages. Taking into account the overall economic, functional, layout, shoreline, route, waterway and market of the port group, set up distribution system, then promote the establishment of a modern regional multimedia transport system.

References


