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An aerial photograph of a busy port. In the foreground, a large container ship is docked at a pier, with several cranes visible. In the background, another large container ship is visible, and the port extends into the distance under a cloudy sky. The image is partially overlaid by a large, stylized circular graphic on the right side, composed of various shades of blue and teal segments.

The Ultimate Guide to **EVALUATING** SEAPORTS

For Logistics
Managers,
Import & Export
Managers, Supply
Chain Directors
and those who
plan and route
international
freight





INTRODUCTION

“If you’ve seen one port, you’ve seen one port.”

You may have heard this industry adage when discussing international trade seaports. The saying attempts to communicate the futility of comparing seaports, as each of the world’s ports enjoys a unique layout, latitude and longitude coordinates, and other distinctive characteristics specific to just the one port.

However, there are indeed factors that apply to every seaport, and can and should be compared, to help you evaluate ports in your supply chain. As the world emerges from the pandemic, there’s never been a better time to evaluate the international trade seaports that are included in your supply chain.

In this guide, we’ve included 28 factors to consider in your planning process. Each is presented with minimal jargon to make it as accessible as possible, while still being useful for experienced logistics managers as well as your junior team members. In addition to the explanation of each aspect, you’ll find pertinent questions to ask a seaport’s management or account team, as well as a summary checklist to ensure you can review each seaport thoroughly and efficiently.

Despite being assembled by port and supply chain professionals with decades of experience, if you feel we’ve missed the mark in an area or there’s something we can improve, please contact us at info@JAXPORT.com. We’d be delighted to know what you think about this guide, and how we can improve it in the future.

Thank you for downloading and reading.

A handwritten signature in blue ink that reads "Jeff Price". The signature is written in a cursive, flowing style.

Jeff Price

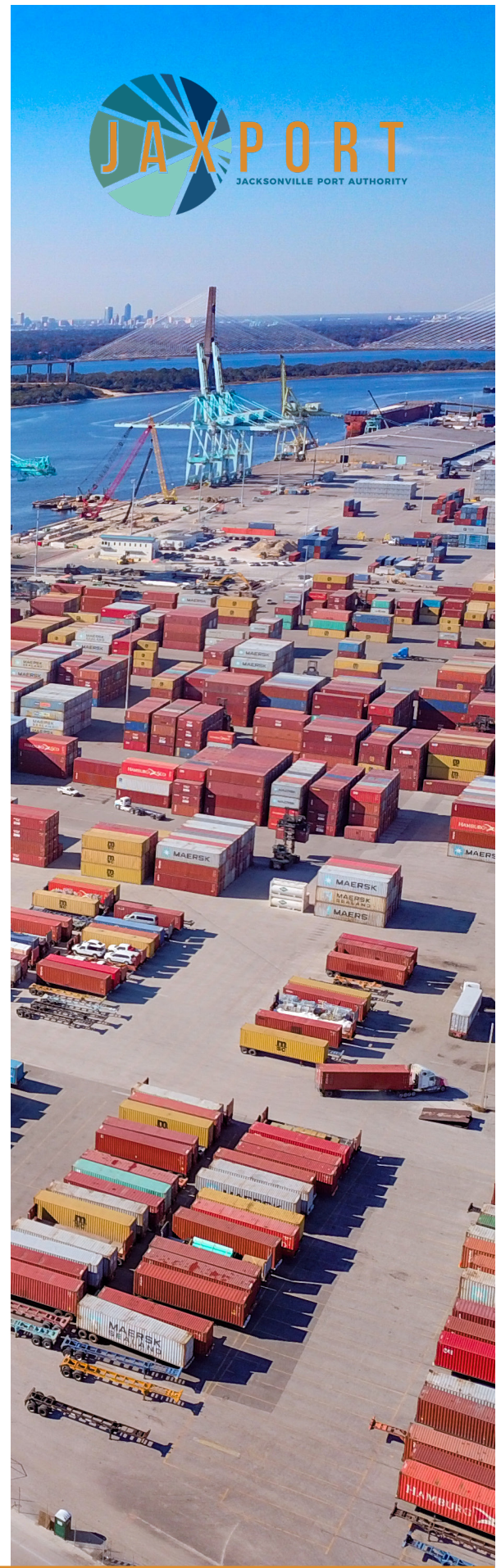
Marketing Director, JAXPORT

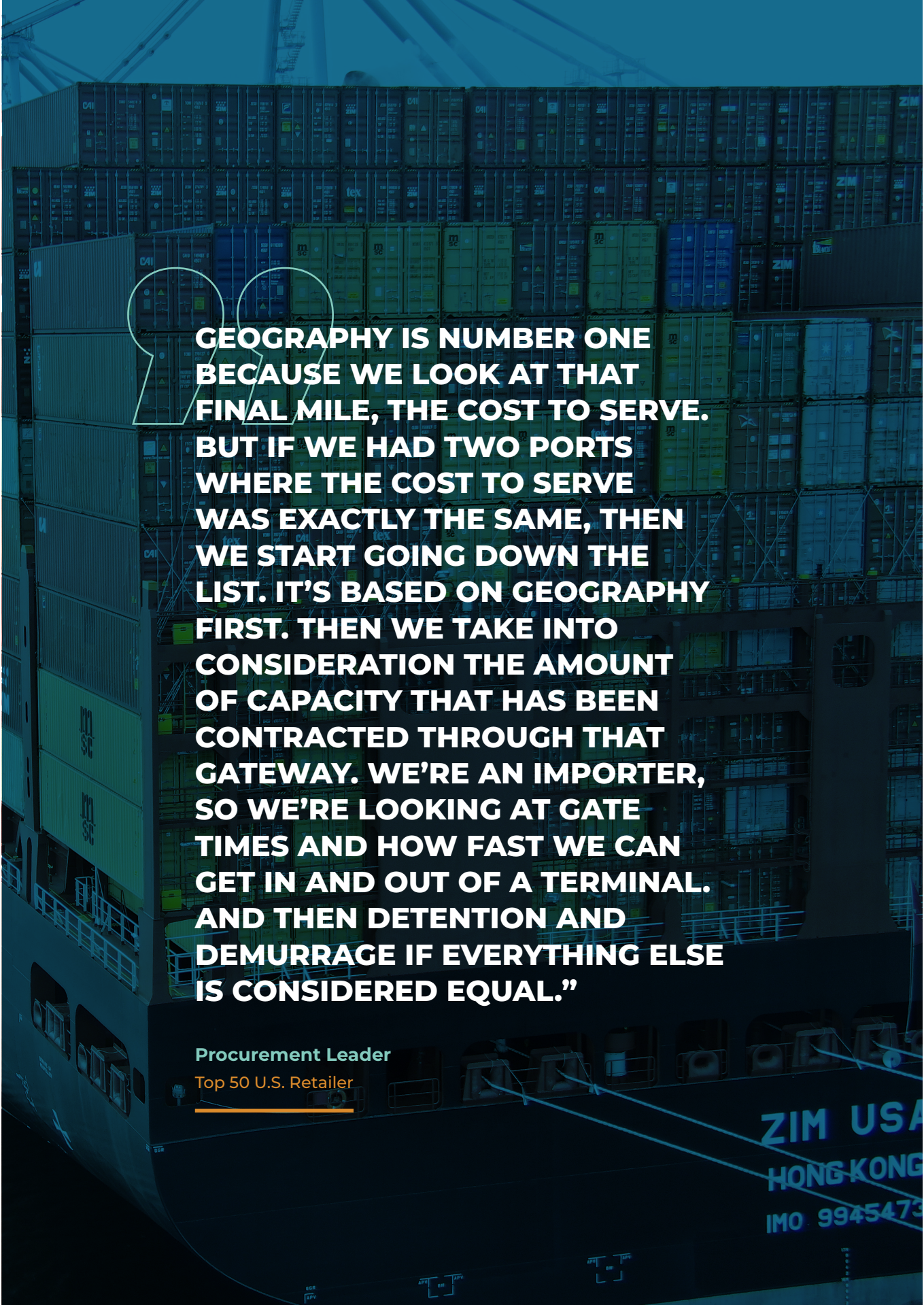
EXPORT



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GEOGRAPHY IS NUMBER ONE BECAUSE WE LOOK AT THAT FINAL MILE, THE COST TO SERVE. BUT IF WE HAD TWO PORTS WHERE THE COST TO SERVE WAS EXACTLY THE SAME, THEN WE START GOING DOWN THE LIST. IT'S BASED ON GEOGRAPHY FIRST. THEN WE TAKE INTO CONSIDERATION THE AMOUNT OF CAPACITY THAT HAS BEEN CONTRACTED THROUGH THAT GATEWAY. WE'RE AN IMPORTER, SO WE'RE LOOKING AT GATE TIMES AND HOW FAST WE CAN GET IN AND OUT OF A TERMINAL. AND THEN DETENTION AND DEMURRAGE IF EVERYTHING ELSE IS CONSIDERED EQUAL."

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IMO 9945473



OVERVIEW

PORT LOCATION

Location is one of the most important factors to consider when selecting an international trade seaport in your supply chain planning process.

Seaports that are located in regions with well-developed transportation infrastructure—such as highways, railroads, and airports—and also situated near major population centers, greatly enhance the efficient movement of goods by facilitating direct access to large consumer bases.

Because ocean shipping is historically the least expensive transportation mode, optimizing the length of ocean transit can reduce your overall cost of shipping. Selecting a port whose geographic location is near to your freight's origin and destination is key, so you can simultaneously reduce the cost of transportation, decrease time to delivery and increase the efficiency of your supply chain.



QUESTIONS TO ASK:

What is the physical location of the seaport and how does it relate to other transportation hubs (e.g. rail terminals, warehouses and distribution centers)? Is it located near major markets or industrial areas?

How is the seaport connected to the rest of the country and region by road, rail, and other modes of transportation? Are there plans to improve these connections in the future?

How does the location of the seaport impact the transit time and cost for shipping goods from different origins?



IT'S IMPORTANT TO US TO CHOOSE A PORT NEAR A GREAT LOGISTICS HUB THAT ENABLES US TO SERVICE THE ENTIRE U.S. PRETTY QUICKLY. THAT INCLUDES HAVING GOOD RAIL ACCESS. WE NEED TO BE ABLE TO GO WEST AND GO NORTH AND SERVICE FLORIDA—WHICH IS A HUGE MARKET FOR US."

Greg Carrier, VP Supply Chain

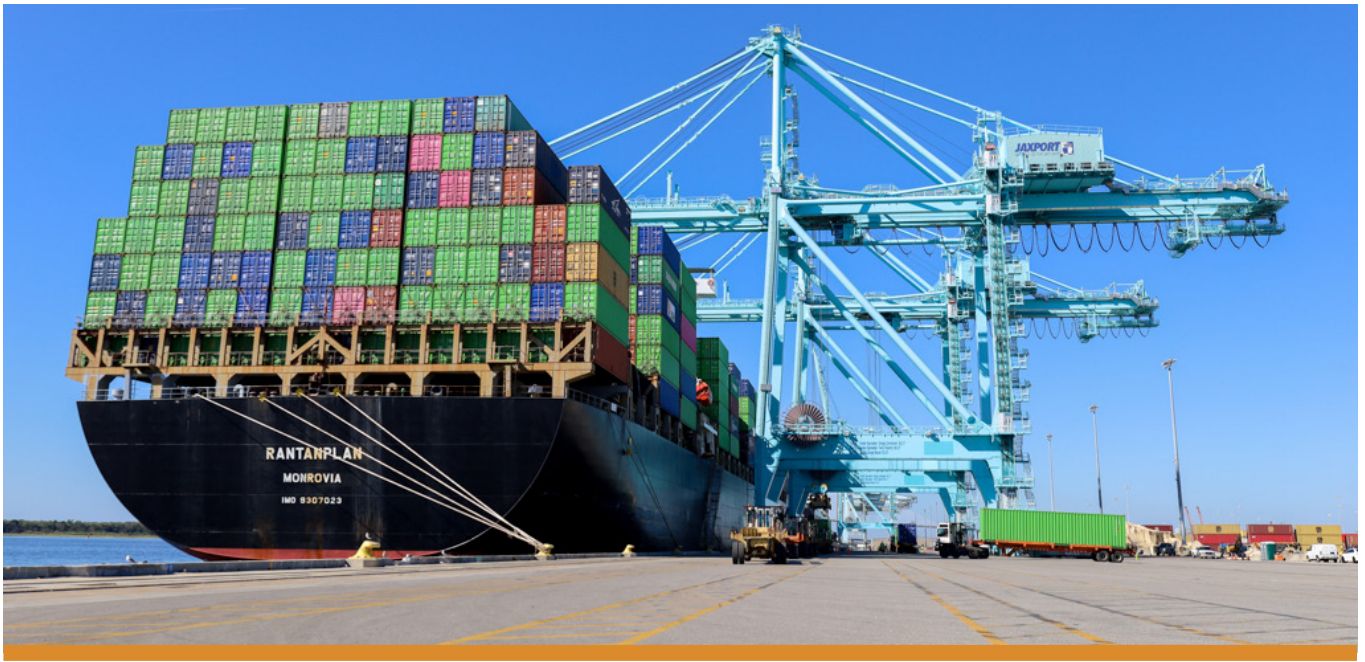
Margo Garden Products

SIZE

Overall, the size of an international trade seaport can play a pivotal role in aligning with the requirements of a supply chain manager.

Larger seaports as well as smaller or regional seaports have several advantages and disadvantages.





LARGER SEAPORTS

Advantages of using a larger seaport might include:

- 1. Capacity:** Larger seaports have the capacity to handle and store larger volumes of cargo, which could be beneficial for supply chain managers with high cargo volumes.
- 2. Infrastructure:** Larger seaports often have more developed infrastructure and facilities, such as specialized handling and storage facilities, which could be beneficial for supply chain managers with specific needs.
- 3. Connectivity:** Larger seaports typically have more shipping lines and routes available, which could provide greater flexibility and options for transporting goods and help to reduce lead times.
- 4. Value-added Services:** Larger seaports often offer a wider range of services, such as customs clearances or on-terminal staging and stuffing of containers.

On the other hand, there are also some potential disadvantages to using a larger seaport:

- 1. Cost:** Larger seaports may charge higher fees and charges for handling and storage, which could increase the cost of using the seaport for the supply chain.
- 2. Congestion:** Larger seaports may experience more congestion and delays due to the high volume of cargo, which could impact the efficiency of the supply chain.
- 3. Personalized Service:** Larger seaports may offer less personalized service and attention to the needs of individual customers, compared to smaller seaports.
- 4. Flexibility:** Larger seaports may be less flexible and less willing to accommodate the needs of smaller supply chains.

SMALLER OR REGIONAL SEAPORTS

Advantages of using a smaller or regional seaport might include:

1. **Cost:** Smaller seaports may offer lower fees and charges for handling and storage, which could result in cost savings for the supply chain.
2. **Convenience:** A smaller seaport may be located closer to the supplier or customer, which could reduce the distance that goods need to be transported and help reduce lead times.
3. **Personalized Service:** Smaller seaports may offer more personalized service and attention to the needs of individual customers, which could be beneficial for supply chain managers.
4. **Flexibility:** Smaller seaports may be more flexible and eager to accommodate the needs of supply chain managers, regardless of volume.

On the other hand, there are also some potential disadvantages to using a smaller regional seaport:

1. **Limited Capacity:** Smaller seaports may have limited capacity for handling and storing goods, which could be a disadvantage if the supply chain requires a large volume of cargo.
2. **Limited Infrastructure:** Smaller seaports may have less developed infrastructure and fewer facilities, which could be a disadvantage if the supply chain requires specialized handling or storage.
3. **Limited Connectivity:** Smaller seaports may have fewer shipping lines and routes available, which could limit the options for transporting goods and increase the time and cost of moving cargo.
4. **Limited Services:** Smaller seaports may offer fewer services, such as customs clearance or cargo handling, which could be a disadvantage if the supply chain requires these services.




QUESTIONS TO ASK:

What's the capacity of the port now, and the outlook for the future?

What services does your port offer?

What is your account team's average response time, and what can they do to help me if there are issues related to my shipments?





WE APPRECIATE A WELL-CONNECTED ECOSYSTEM AND LOOK FOR CONNECTIVITY BETWEEN THE PORT AND LABOR. THERE'S NOT ALWAYS THAT CONNECTIVITY. I WOULD SAY THE [U.S.] EAST COAST HAS A BETTER ADVANTAGE COMPARED TO THE [U.S.] WEST COAST IN THAT REGARD. ON THE EAST COAST, YOU CAN FIND PORT NETWORKS WITH GREAT ALIGNMENT WITHIN THE ECOSYSTEM, AND LABOR PLAYS A KEY ROLE IN THAT."

Procurement Leader

Top 50 U.S. Retailer



WORKFORCE AVAILABILITY

Workforce availability is a critical factor to consider when selecting an international trade seaport because it can impact the efficiency and competitiveness of the port.

A port with a sufficient and skilled workforce will be able to handle a larger volume of cargo and handle it more efficiently, resulting in faster turnaround times for ships and less downtime. This can help to reduce costs for shipping companies and improve the overall competitiveness of the port.

Additionally, a port with a stable and reliable workforce is more attractive to shipping companies and other businesses that rely on the port for their operations. This can help to attract new business and investment to the region, including new transportation infrastructure.



QUESTIONS TO ASK:


How many personnel are currently available to handle cargo operations?

What is the availability of skilled labor at the port and in the surrounding region?

How is the port's management team planning for any potential workforce shortages or disruptions?

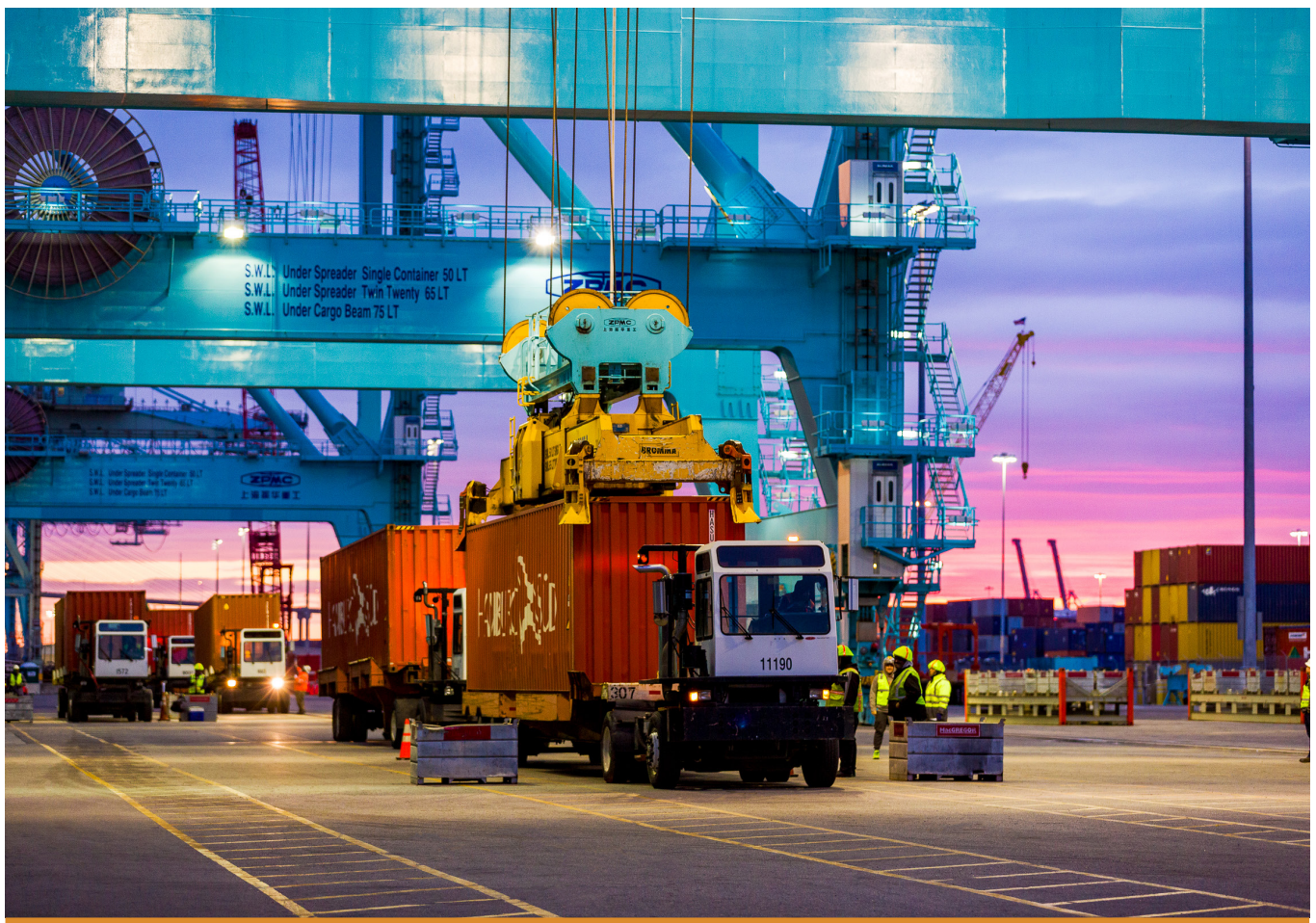
How does the port handle overtime and schedule changes to ensure that cargo operations are not impacted?

What is the process for managing and resolving labor disputes at the port?



GATE HOURS AND THE ABILITY TO KEEP TRUCKS FLOWING AT THE TERMINAL ARE IMPORTANT FOR US. EXTENDED GATE HOURS HELP US TO REACT TO SWINGS IN INBOUND CARGO VOLUME. A MID-DAY CLOSING AT THE TERMINAL OFTEN NEGATIVELY IMPACTS OUR EFFICIENCY.”

Greg Carrier, VP Supply Chain
Margo Garden Products



OPERATING HOURS

Operating hours can affect the efficiency and timeliness of cargo handling and transportation.

In general, seaports that operate around the clock or have extended operating hours may be able to accommodate more vessel arrivals and departures, potentially leading to faster turnaround times for cargo. This can be particularly important for businesses that rely on just-in-time delivery or have tight delivery schedules.

On the other hand, seaports that have limited operating hours may require cargo to be stored at the port or in nearby warehouses until they can be shipped out, which can add costs and lead to delays. It may also be more difficult to coordinate the arrival and departure of vessels with the available operating hours.

So, it's important for businesses to consider the operating hours of the seaport when planning their supply chain and selecting a port that can meet their needs in terms of efficiency and timeliness.



QUESTIONS TO ASK:

What are the port's typical operating hours? Does the port have different operating hours for different types of vessels or cargo?

Is the port open for business 24/7, or are there specific times when the port is closed or has limited operations?

Are there any time restrictions when cargo can be loaded or unloaded at the port?

How flexible is the port in terms of adjusting its operating hours to accommodate the needs of specific shipping schedules or cargo volumes?



THE MOST IMPORTANT THINGS FOR US IN CHOOSING SEAPORTS ARE AVAILABILITY — OR THE AMOUNT OF OPTIONS TO SHIP—AND PRICE. AFTER THAT, IT'S HOW EFFICIENT IS THE PORT FOR THE DRIVER TO GO THERE AND COME BACK.”

Gustavo Massagli, President
USA Big Mountain Paper

TRUCKER AVAILABILITY

In supply chain planning, having a reliable source of truck drivers is crucial for ensuring that goods can be transported in a timely manner. This may involve working with a third-party logistics provider (3PL) that has a large fleet of trucks and drivers, or it may involve developing relationships with local trucking companies.

In terms of international seaports, the availability of truck drivers is an important factor to consider because it can impact the efficiency and reliability of your business' logistics.

For example, if a seaport is located in an area with a shortage of truck drivers, it may be more challenging to transport goods from the seaport to its final destination. In this case, it may be beneficial to choose a seaport that is located in an area with a higher availability of truck drivers.



QUESTIONS TO ASK:

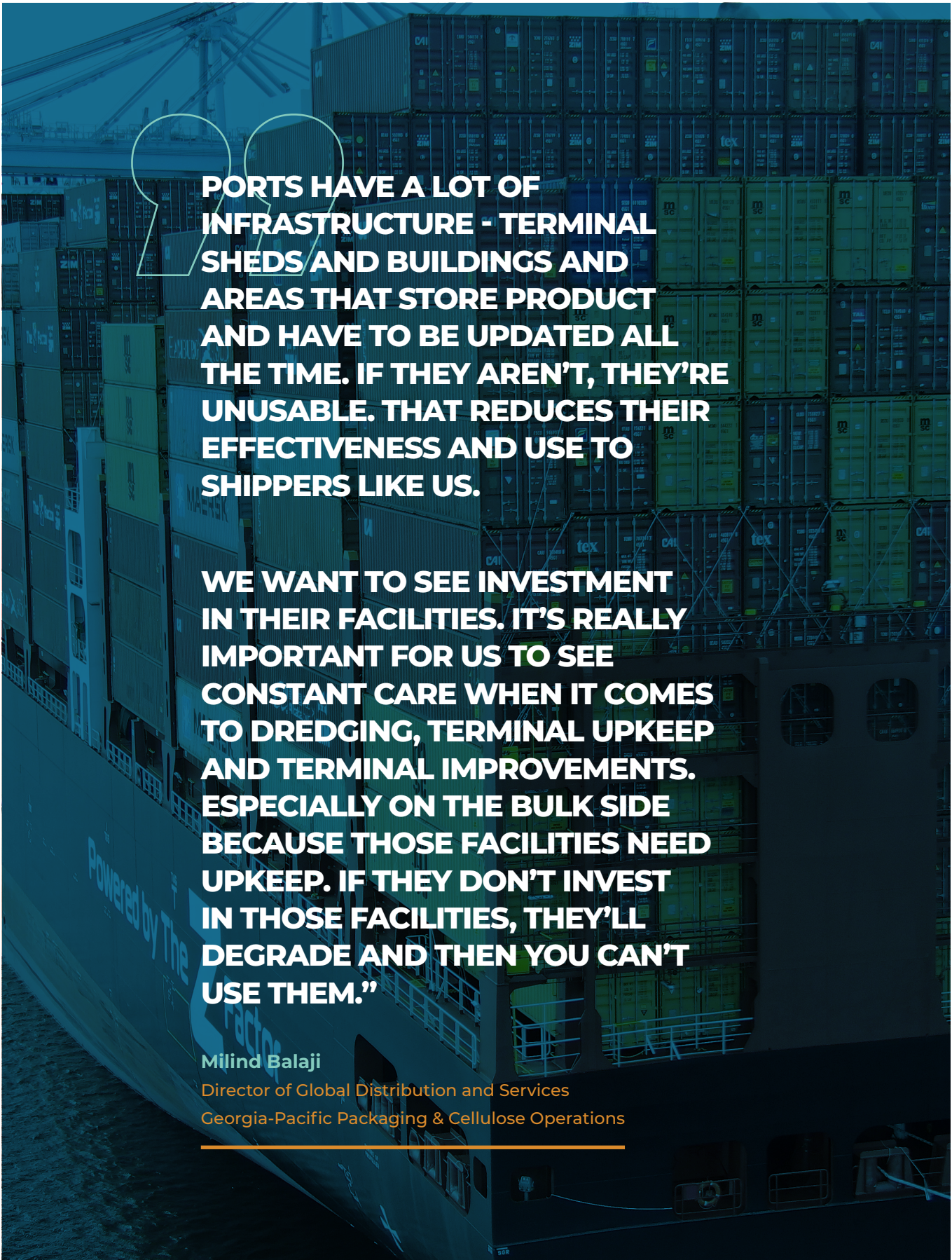
What is the current truck driver availability at the seaport? Do you have enough truck power (e.g., the number of short-, mid-, and long-haul trucks in the area) to handle the volume of cargo that needs to be transported in and out of the seaport?

How do you anticipate driver availability changing in the near future? Are there any events or circumstances that could potentially impact the availability of trucking operators at the seaport?

Can you provide data on trucking or drayage availability at the seaport?

Do you have any recommendations for how I can ensure that my supply chain is not impacted by truck or driver availability at the seaport? Is there anything I can do to mitigate any potential risks related to trucking?

INFRASTRUCTURE



PORTS HAVE A LOT OF INFRASTRUCTURE - TERMINAL SHEDS AND BUILDINGS AND AREAS THAT STORE PRODUCT AND HAVE TO BE UPDATED ALL THE TIME. IF THEY AREN'T, THEY'RE UNUSABLE. THAT REDUCES THEIR EFFECTIVENESS AND USE TO SHIPPERS LIKE US.

WE WANT TO SEE INVESTMENT IN THEIR FACILITIES. IT'S REALLY IMPORTANT FOR US TO SEE CONSTANT CARE WHEN IT COMES TO DREDGING, TERMINAL UPKEEP AND TERMINAL IMPROVEMENTS. ESPECIALLY ON THE BULK SIDE BECAUSE THOSE FACILITIES NEED UPKEEP. IF THEY DON'T INVEST IN THOSE FACILITIES, THEY'LL DEGRADE AND THEN YOU CAN'T USE THEM."

Milind Balaji

Director of Global Distribution and Services

Georgia-Pacific Packaging & Cellulose Operations



MODERN INFRASTRUCTURE

Modern infrastructure at an international trade seaport is important for several reasons. First, it is necessary for the efficient handling of cargo. This includes the infrastructure for loading and unloading ships, such as container cranes and other handling equipment, as well as the roads and rail lines that connect the port to the rest of the country's transportation network.

Modern infrastructure is also important for the movement of people and goods within the port itself. This can include things like paved roads, lighting, and security systems.

Having modern infrastructure also helps to attract businesses and investment to the port, as it demonstrates that the port is well-equipped to handle the needs of international trade.

Finally, modern infrastructure can help to reduce the environmental impact of the port. For example, newer cranes and handling equipment may be more energy efficient and emit fewer pollutants. Similarly, modern infrastructure for the movement of goods within the port, such as electric vehicles or rail lines, can help to reduce emissions and improve air quality.

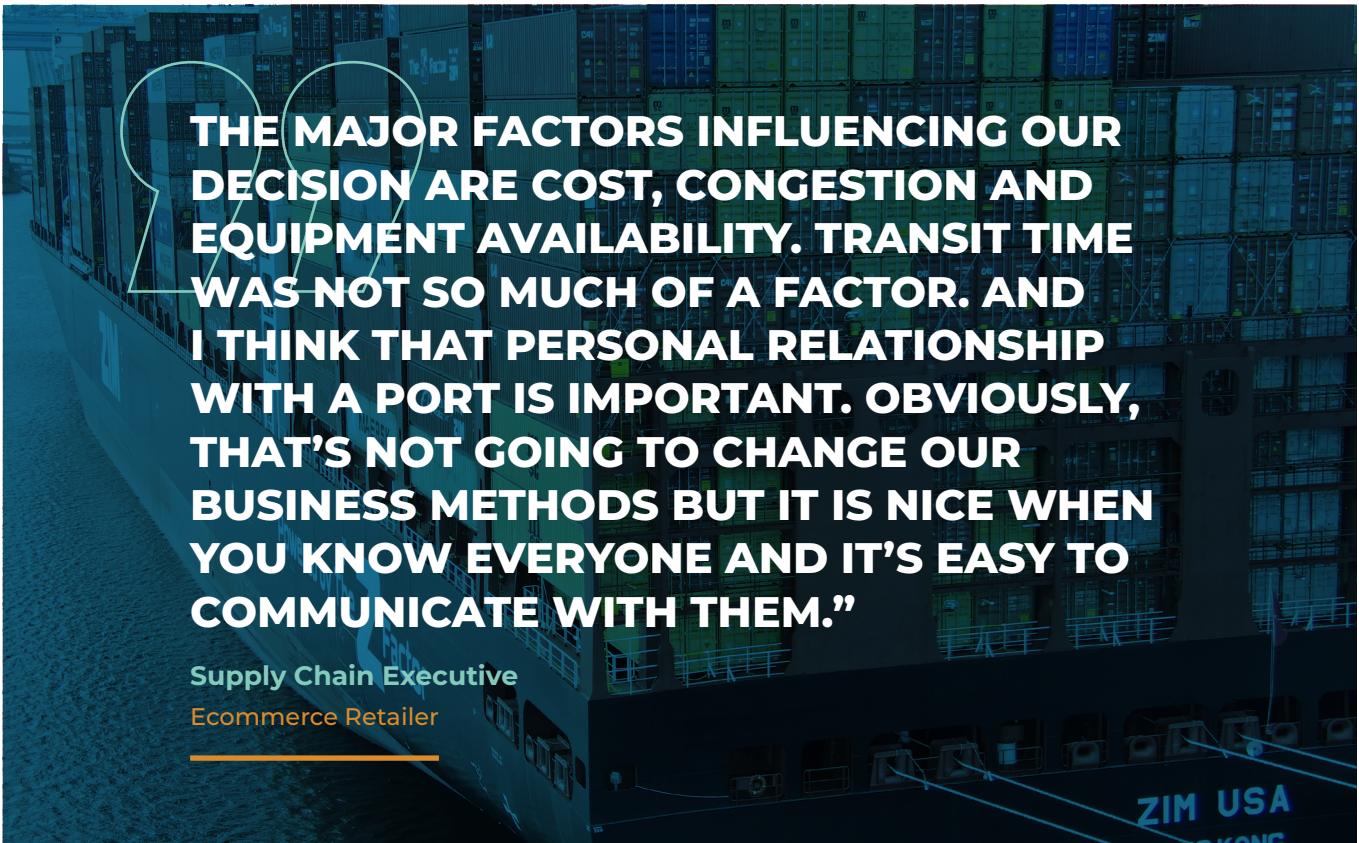


QUESTIONS TO ASK:

What is the current state of transportation infrastructure available at the port? What are the roads, rail lines, and other transportation connections that allow for easy movement of goods to and from the port? How are these maintained?

What types of storage and warehousing facilities are available at the port, and nearby the port?

Are there enough facilities to accommodate the volume of cargo that passes through the port, and are they equipped with the necessary technology to manage inventory?



THE MAJOR FACTORS INFLUENCING OUR DECISION ARE COST, CONGESTION AND EQUIPMENT AVAILABILITY. TRANSIT TIME WAS NOT SO MUCH OF A FACTOR. AND I THINK THAT PERSONAL RELATIONSHIP WITH A PORT IS IMPORTANT. OBVIOUSLY, THAT'S NOT GOING TO CHANGE OUR BUSINESS METHODS BUT IT IS NICE WHEN YOU KNOW EVERYONE AND IT'S EASY TO COMMUNICATE WITH THEM."

Supply Chain Executive
Ecommerce Retailer

EQUIPMENT AVAILABILITY

Having reliable and available equipment at a seaport is important for efficiency, cost savings and safety.

Through the use of well-maintained equipment, cargo can be managed effectively, a critical aspect in ensuring a seamless and efficient supply chain.

Having a range of equipment available can also help to reduce the time and cost of handling cargo. For example, if a seaport has ample cranes, container chassis, and other specialized equipment for handling containers, it can speed up the loading and unloading process, which can help to reduce turnaround times for ships and minimize delays in the supply chain.



Finally, having available equipment can help ensure the safety of workers and the general public, as it allows for the handling of cargo in a controlled and organized manner. This can help to reduce the risk of accidents and injuries, and can contribute to a more efficient and safe operation.



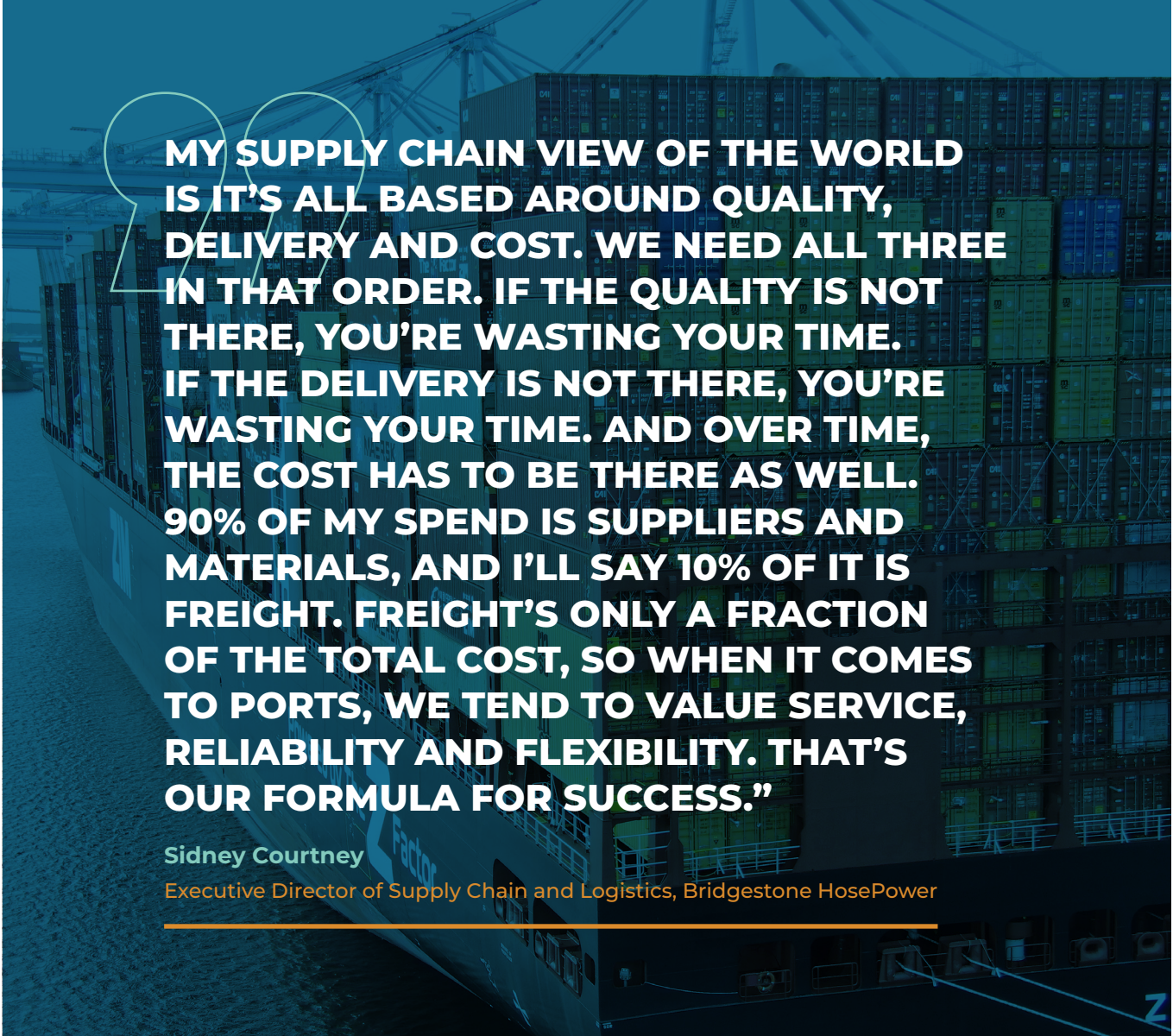
QUESTIONS TO ASK:

What types of cargo handling equipment are available at the port, and how are they regularly maintained and upgraded?

Do you have the necessary equipment to handle different types of cargo, such as container cranes, chassis, reach stackers (vehicles used to handle intermodal cargo containers), etc.? How do you handle equipment availability and fluctuations in cargo volume?

What equipment does the port have to handle my business' specific cargo requirements? (Breakbulk, heavy lift, over-dimensional, roll-on roll-off, etc.)

What is the safety record at the port?



MY SUPPLY CHAIN VIEW OF THE WORLD IS IT'S ALL BASED AROUND QUALITY, DELIVERY AND COST. WE NEED ALL THREE IN THAT ORDER. IF THE QUALITY IS NOT THERE, YOU'RE WASTING YOUR TIME. IF THE DELIVERY IS NOT THERE, YOU'RE WASTING YOUR TIME. AND OVER TIME, THE COST HAS TO BE THERE AS WELL. 90% OF MY SPEND IS SUPPLIERS AND MATERIALS, AND I'LL SAY 10% OF IT IS FREIGHT. FREIGHT'S ONLY A FRACTION OF THE TOTAL COST, SO WHEN IT COMES TO PORTS, WE TEND TO VALUE SERVICE, RELIABILITY AND FLEXIBILITY. THAT'S OUR FORMULA FOR SUCCESS."

Sidney Courtney

Executive Director of Supply Chain and Logistics, Bridgestone HosePower

FLEXIBILITY

A seaport's flexibility is important in supply chain planning because it can affect the efficiency and cost-effectiveness of importing and exporting your goods.

If a seaport is flexible, it means the port can accommodate a variety of shipping vessels of all sizes and cargo types. This can allow companies to choose the most cost-effective and efficient transportation option for their goods. A seaport that can handle a variety of vessel sizes and types can also allow companies to make use of the most appropriate shipping routes and transportation networks, which can help reduce transportation costs and transit times.

In addition, a flexible seaport can also have the infrastructure and specialized equipment needed to handle a wide range of cargo types, including dry containers, refrigerated containers, vehicles or roll-on roll-off cargo, and other cargo types. This can allow companies to easily import and export a variety of goods through the same port, rather than having to use multiple ports with specialized infrastructure.



QUESTIONS TO ASK:

How does the port work with shipping lines and logistics providers to ensure smooth operations and timely delivery of goods?

What is the maximum vessel size that the port can accommodate?

Are there any partnerships or initiatives in place to support the logistics industry and promote economic growth in the surrounding area?

How does the port handle different types of cargo?



IN THE U.S., THE BIGGEST PROBLEM WITH PORT INFRASTRUCTURE IS – CAN THEY TAKE BIGGER SHIPS? ON THE CONTAINER SIDE, THAT’S A BIG PROBLEM. DO YOU HAVE THE INFRASTRUCTURE TO TAKE THE SHIPS OF TOMORROW? ON THE BULK SIDE, THE PROBLEM IS – DO YOU HAVE THE WAREHOUSES, THE RAIL TRACK AND THE DOCK SPACE? ALL THAT STUFF IS CRITICAL FOR US ON THE BULK SIDE.”

Milind Balaji

Director of Global Distribution and Services
Georgia-Pacific Packaging & Cellulose Operations

PORT RESTRICTIONS

Port restrictions refer to any limitations or regulations that may apply to the use of a port or the types of vessels that are allowed to enter or operate within the port. Restrictions are important to consider in supply chain planning to ensure that the most suitable and cost-effective port is selected for your shipments.

Here are a few examples that could be considered in your supply chain planning process:

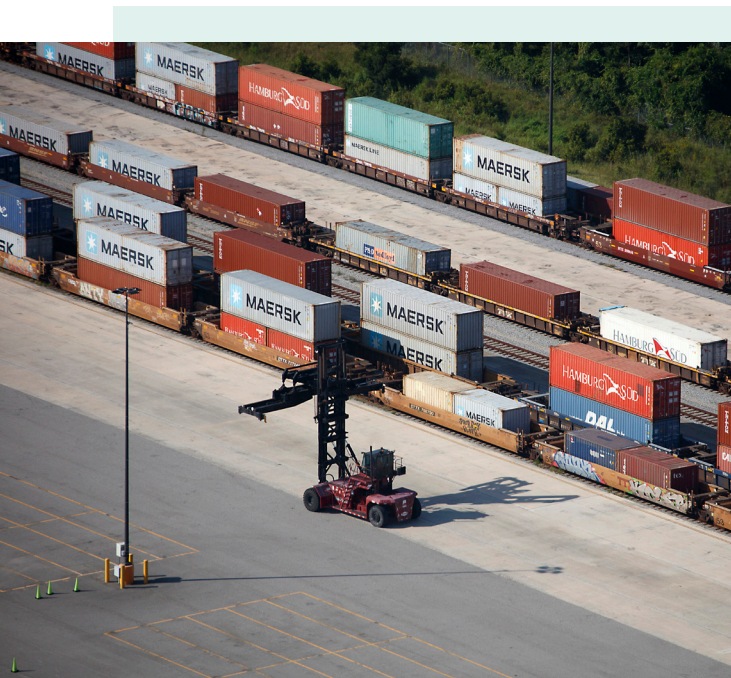
Depth of Water: Some ports may have limitations on water depth in the harbor, which could restrict the size or type of vessels that can access the port. For example, a port with shallow water may not be able to accommodate large container ships or other deep-draft vessels.

Channel Width: The width of the channel leading to a port may also be a factor in determining the types of vessels that can use the port. For example, a narrow channel may only offer limited access to and from the port's berths, or may only be accessible to smaller vessels, while a wider channel could simultaneously accommodate two lanes of ship traffic in the harbor or be able to welcome larger ships.

Port Capacity: The capacity of a port refers to several metrics, all of which impact efficiency and cost. See the next section for a full description.

Port Hours: Some ports may have restrictions on the hours of operation or the number of days per week that the port is open. This could impact the availability of the port for importing or exporting goods.

Customs and Regulatory Requirements: Each country has its own customs and regulatory requirements for importing and exporting goods, and these requirements can vary significantly from one port to another. It is important to consider these requirements in the supply chain planning process to ensure compliance and minimize delays. Read the regulatory environment section for a full breakdown.



QUESTIONS TO ASK:

Are there any restrictions on the types of vessels that are allowed to enter or operate within the port, such as size, age, or emissions standards? How about trucks?

Are there any restrictions on the types of cargo that are allowed to be handled at the port, such as hazardous materials or prohibited items?

PORT CAPACITY

There are several reasons why a logistics manager should consider a seaport's capacity when planning their supply chain:

Capacity constraints can lead to delays, which can disrupt the supply chain and cause lags when delivering goods to customers. For example, it's important to review the number of vessels a seaport can handle, as well as the size of the vessels it can accommodate. A seaport with a larger capacity will be able to handle a greater volume of goods, making it a more attractive option for companies.

Seaport capacity can impact the cost of shipping goods. If a seaport is operating at or near capacity, it may be more expensive to ship goods through that port due to higher demand for limited space.

Knowing the capacity of a seaport can help a logistics manager plan the most efficient route for their goods. For example, if a seaport is operating at or near capacity, the manager may choose to ship goods through a different port with more available capacity.

Seaport capacity can also impact the availability of certain types of shipping equipment, such as containers. If a seaport has limited capacity, it may be harder to obtain the necessary containers for shipping goods.

Considering the capacity of an international trade seaport is an important part of supply chain planning, as it can help you optimize the movement of goods, minimize delays and costs, and ensure that your supply chain runs smoothly.



QUESTIONS TO ASK:

What is the maximum annual throughput capacity of the port, and how does the port plan to accommodate future increases in demand?

What is the current utilization rate of the port's handling equipment, such as container cranes and yard cranes, and how does the port manage situations where utilization rates are high?

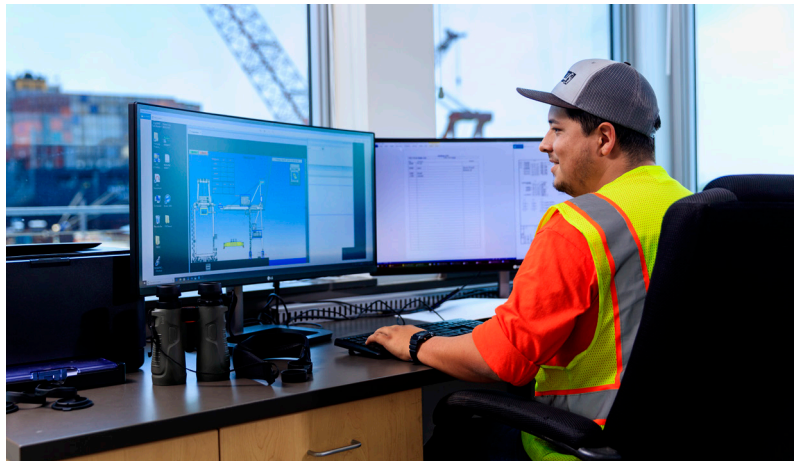
What is the current status of the port's expansion and development projects, and how will these projects increase the port's capacity?



TECHNOLOGY

Technology plays a crucial role in enabling efficient and effective operations at an international trade seaport, by providing data management and analysis capabilities, facilitating communication and collaboration, providing tracking and visibility, and enabling predictive analytics.

Tracking and Visibility: Technology can provide real-time tracking and visibility of goods in the supply chain, enabling stakeholders to monitor the progress of shipments and take timely action in case of any issues.



Predictive Analytics: Advanced analytical tools can help in predicting demand and supply patterns, enabling supply chain planners to anticipate and plan for potential disruptions or changes in demand.



QUESTIONS TO ASK:

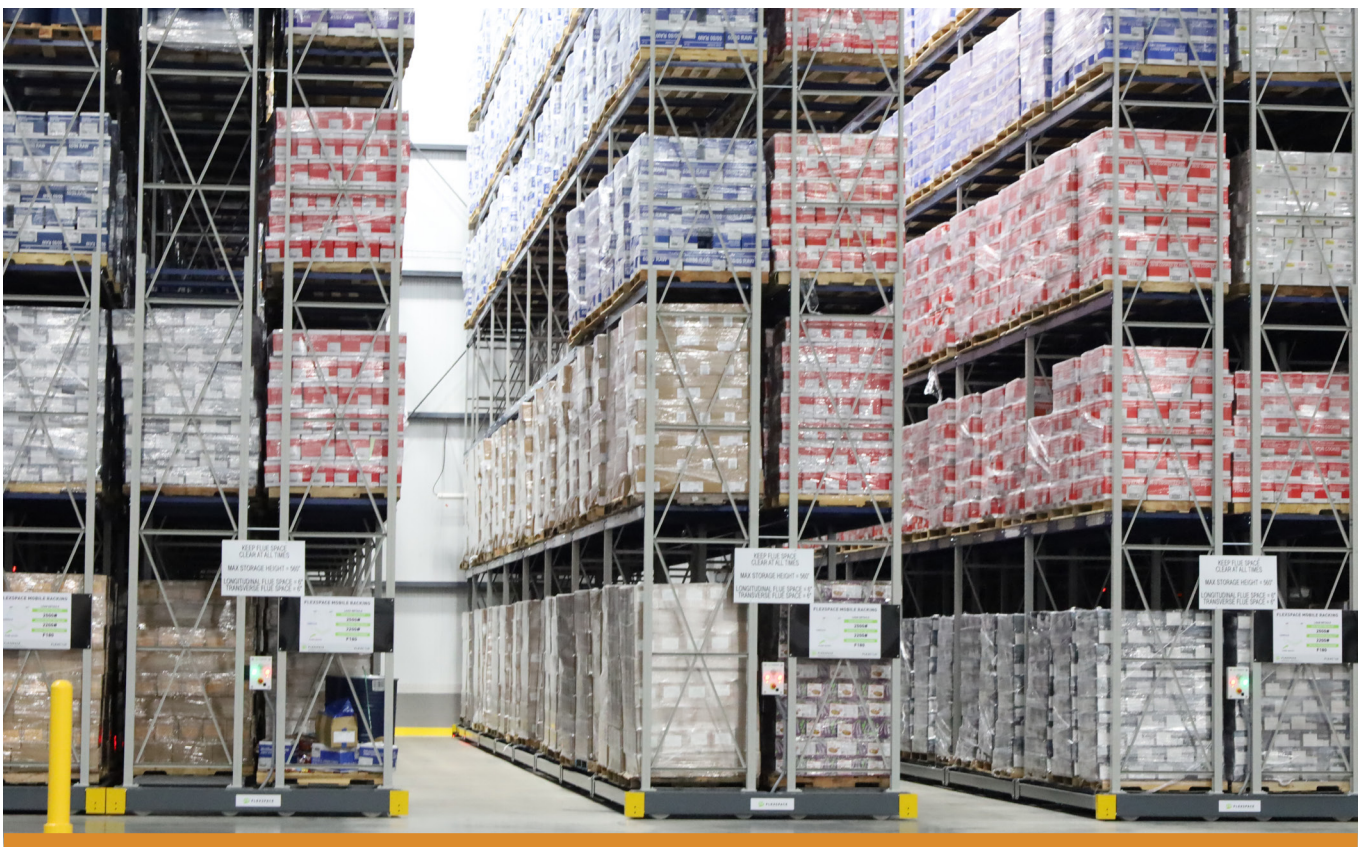
What types of technological systems are in place at the port to improve efficiency and communication? For example, do you have a system for tracking cargo and managing logistics in real-time?

What kind of communication and collaboration tools are used at the port to facilitate coordination and cooperation among different stakeholders, such as shipping lines, customs authorities, and logistics providers?

FOREIGN TRADE ZONE ACCESS

Having a Foreign Trade Zone (FTZ), similar to a Free Trade Zone, can be an important factor to consider when selecting an international trade seaport in supply chain planning.

An FTZ is a designated area within a country that is considered to be outside of the customs territory of that country for the purpose of customs duties and taxes. This means that companies located within an FTZ can bring in foreign goods and materials for storage, manufacturing, or processing without having to pay customs duties and taxes until the goods are actually exported or sold in the domestic market. This can provide significant cost savings and logistical benefits for companies involved in international trade, particularly if they are importing and exporting large volumes of goods. Therefore, having an FTZ located on or near the seaport can be a major advantage for companies.




QUESTIONS TO ASK:

What are the benefits of the Foreign Trade Zone at the port, and how do these benefits compare to other ports or locations?

What kind of businesses and industries are currently utilizing the Foreign Trade Zone at the port, and how has it impacted their operations and competitiveness?

How does the port manage the administration and operation of the Foreign Trade Zone, and what kind of resources and support is available to businesses operating within the zone?

SERVICES AND PERFORMANCE



WE EXPORT TO ALMOST 100 COUNTRIES RIGHT NOW. WE WANT TO SEE HOW MANY OPTIONS WE HAVE PER WEEK TO SHIP TO THE COUNTRIES THAT WE SHIP TO. THE SOONER I SHIP, THE SOONER MY CUSTOMER RECEIVES, THE SOONER THEY'RE GOING TO SELL AND THE SOONER THEY'RE GOING TO BUY AGAIN. IF THINGS DELAY, THEY CAN RUN OUT OF INVENTORY, AND THEN WE MAY LOSE SALES TO OUR COMPETITORS."

Gustavo Massagli
President-USA Big Mountain Paper

CONNECTIONS

The seaport should have strong connections with other ports around the world, as well as with inland transportation networks such as roads, railways, and even airports. This will help facilitate the efficient movement of goods.

As an example, if a seaport has good connections to a well-developed road and railway network, it can facilitate the smooth and timely movement of goods to and from the port, which is important for meeting the demand for goods in a timely manner. On the other hand, if a seaport has poor connections with other modes of transportation, it may be more difficult and time-consuming to transport goods to and from the port, which can lead to delays and increase the cost of doing business.

In addition to connections with other modes of transportation, a seaport's connections with other ports around the world are incredibly important in the supply chain planning process. If a seaport has good service connections with other ports, it can facilitate the transfer of goods between different regions, which can help to reduce the overall cost of transporting goods internationally.



QUESTIONS TO ASK:

Can you provide information about the ocean carriers that currently call at your port, and what is the frequency of their service?

What is the status of your port's road and rail connections to the surrounding area? Are there efficient and reliable road and rail networks that connect your port to major cities and industrial centers in the region?

Can you provide information on any plans to improve or expand your port's connections with other international ports? What about additional investments in the road and rail connections?

IF EVERYTHING WAS THE SAME, BUT THE NEXT-DOOR PORT WAS OFFERING MORE FREE TIME AT THE PORT FOR DEMURRAGE, OR MAYBE THE CARRIER WAS ABLE TO GET US MORE FREE TIME FOR EQUIPMENT DETENTION, THEN WE WOULD CHECK THE BOX AS AN ADVANTAGE OVER THE OTHER PORT WITH LESS FAVORABLE FREE TIME PROVISIONS."

Procurement Leader
Top 50 US Retailer



PORT EFFICIENCY

Port efficiency is an important factor to consider, as it can have significant impacts on the efficiency, reliability and sustainability of the supply chain.

First, port efficiency can have a significant impact on the overall efficiency of your supply chain. If a port is not operating efficiently, it can cause delays in the movement of goods, which can lead to higher costs and longer lead times for products. This can negatively impact the competitiveness of your company, particularly if your competitors are able to use more efficient ports.

Second, port efficiency can affect the reliability of the supply chain. If a port is prone to delays or disruptions, it can be difficult to predict when goods will be available for shipment or when they will arrive at their destination. This can make it difficult for a company to accurately forecast demand and plan production, leading to higher costs and potentially lost sales.

Finally, port efficiency can impact the sustainability of the supply chain. If a port is inefficient, it may use more energy and resources to move goods, leading to higher carbon emissions and other environmental impacts. A logistics director may therefore want to consider port efficiency as a way to reduce the environmental impact of the supply chain.



QUESTIONS TO ASK:

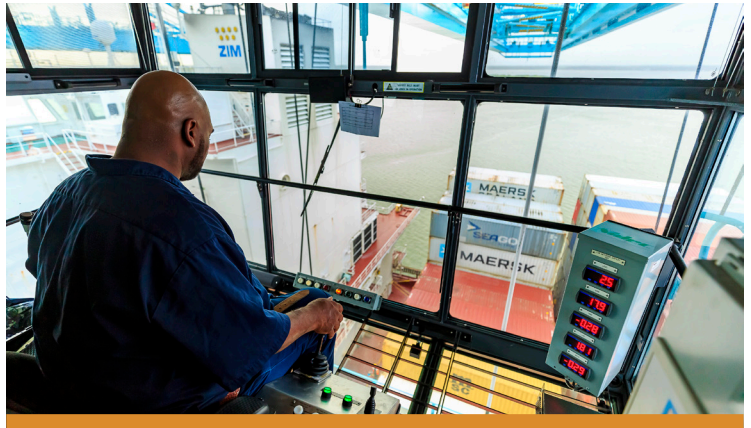
Can you provide information on the average turnaround time for ships at your port, from arrival to departure? What about truck turn times?

Can you provide an overview of detention and demurrage at your port? (Detention refers to the penalty incurred when shipping equipment, such as a container, is held beyond the agreed-upon free time for packing or unpacking. Demurrage fees are charges imposed when a full container is not removed from the port or terminal within the allocated free time.)

Can you provide information on any initiatives or programs that your port has implemented to improve efficiency and reduce wait times for cargo operations?

PORT OPERATIONS' PREDICTABILITY & RELIABILITY

Predictability and reliability are some of the most important considerations for a company when selecting a seaport, particularly as the world emerges from the ebbs and flows of demand and supply brought on by the pandemic. These factors can significantly impact the efficiency and effectiveness of your supply chain.



Predictability refers to the ability to accurately predict and plan for events that may occur within the seaport, such as the arrival and departure of ships, the loading and unloading of cargo, and any potential delays or disruptions. Your ability to anticipate and overcome port logjams will likely depend on the seaport's ability to handle a consistent volume of cargo, the availability of necessary infrastructure and equipment, and the ability to meet the needs of your company.

Schedule reliability refers to the ability of a seaport to operate on schedule, with ships arriving and departing at the expected times, and cargo moving to and from the port over the road or rail. This is important for supply chain planning because delays can disrupt the flow of goods and impact the overall efficiency of your supply chain.

If a seaport is not predictable or reliable, it can lead to delays, disruptions, and increased costs, which can impact the overall efficiency and effectiveness of your supply chain. By choosing a seaport with a strong track record of predictability and reliability, a company can minimize these risks and ensure that its supply chain runs smoothly.



QUESTIONS TO ASK:

Can you provide information on the port's historical on-time performance for vessel arrivals and departures?

What is the port's track record for reliability in terms of cargo handling and vessel operations? Example metrics might include on-time performance and cargo dwell time.

What measures does the port have in place to manage potential disruptions, such as weather events or labor strikes?

How does the port communicate with shippers and logistics providers regarding potential delays or changes in cargo movements?

How has the port been impacted by any recent changes in ownership, management or funding?

A BIG REASON FOR OUR CURRENT PORT CHOICE WAS WE WERE SEEING A LOT OF CONGESTION ISSUES AND THERE NOT BEING DRIVERS OR CHASSIS OR THE EQUIPMENT TO GET THE CONTAINERS AT OUR PRIOR PORT. SOMETIMES WE COULDN'T EVEN GET OUR CONTAINERS PULLED TO THE TRUCKER'S YARD."

Supply Chain Executive

Ecommerce Retailer

PORT CONGESTION

Congestion at an international trade seaport can significantly impact a company's logistics operation in a number of ways. Port congestion causes delays, increased costs and difficulties in planning and forecasting.

Here are a few examples of impacts:

1. Delay in the Arrival of Goods:

If the seaport is congested, it can take longer for ships to unload and load their cargo, which can lead to delays in the arrival of goods at their final destination. This can disrupt the company's supply chain and cause delays in production or delivery, resulting in lost revenue and potential damage to the company's reputation.

2. Increased Costs: Congestion at a seaport can also lead to increased costs for the company. For example, if ships have to wait longer to unload and load their cargo, they may incur additional costs such as fuel and labor. These costs may be passed on to the company, which can increase the overall cost of logistics operations.

3. Difficulty in Planning and Forecasting: Congestion at a seaport can make it difficult for a company to accurately plan and forecast its logistics operations. This is because delays in the arrival of goods can disrupt the company's production schedule, making it difficult to predict when goods will be available for distribution.

With an increase in supply chain disruption around the globe, it's important for companies to have contingency plans in place to mitigate the impact of congestion at seaports.





QUESTIONS TO ASK:

What is the average waiting time for vessels at the port?

What is the port's...?

- **Berth occupancy rate** – the percentage of time a berth is occupied; a high number means the port is near capacity
- **Terminal dwell time** – the time cargo stays in the terminal before it's loaded onto a vessel or exiting the landside gates
- **Truck turn time** – the time it takes a driver to enter the port, pick up/drop off a load, and leave the port
- **Container throughput** – the number of containers processed by the port over a period of time

Does your port experience congestion? What are the main reasons for port congestion at your port, and what measures are being taken to improve efficiency?

A MAIN REASON FOR US CHOOSING A SEAPORT IS ACCESS TO A LOT OF DIFFERENT ORIGIN POINTS AND CARRIERS FROM DIFFERENT PARTS OF THE WORLD. AS OUR BUSINESS HAS GROWN, THAT'S BECOME MORE IMPORTANT TO US BECAUSE OUR SUPPLY CHAIN OVER THE LAST COUPLE OF YEARS HAS REALLY STARTED TO DIVERSIFY, AND WE'RE LOOKING AT A LOT OF DIFFERENT PLACES. ACCESS TO MORE CARRIERS ENABLES US TO SHOP GOOD PRICES."

Greg Carrier

VP Supply Chain-Margo Garden Products



TRANSIT TIME

Transit time is the speed at which goods can be transported from one location to another, and it can have a significant impact on the efficiency and cost of your supply chain.

For example, if your company needs to transport goods from a supplier in Asia to a customer in America, it will be more cost-effective and efficient to choose a seaport with a shorter overall transit time to market. This will allow the goods to be delivered to the customer more quickly, which can help to reduce inventory costs and improve customer satisfaction. Additionally, a shorter transit time can also reduce the risk of damage to the goods during transportation, as they will spend less time in transit.

? QUESTIONS TO ASK:

What factors have affected transit time to/from your port? Weather, customs clearance, infrastructure issues, other?

What is your port doing to reduce transit time and improve logistics efficiency?

WE ALSO TAKE INTO CONSIDERATION DWELL TIMES. WE LOOK AT WHAT FREE TIME PROVISIONS WE CAN NEGOTIATE THAT MAKE IT MORE LUCRATIVE FOR US. BECAUSE NO DIFFERENT THAN ANY OTHER RETAILER, THINGS DON'T ALWAYS GO ACCORDING TO PLAN."

Procurement Leader
Top 50 US Retailer

DWELL TIME

Cargo dwell times refer to the amount of time that goods spend at a seaport before they're transported to their next destination, such as export loads staging at the port before they are loaded onto a vessel. When selecting an international trade seaport, cargo dwell times can be an important consideration because they can have a significant impact on the efficiency and cost of your supply chain.

Shorter cargo dwell times can help to reduce the overall lead time, which is the time it takes for goods to move from the point of origin to the point of destination. This can be beneficial for companies that need to get their goods to market quickly and efficiently. Shorter cargo dwell times can also help to reduce the costs associated with storage and demurrage.

Longer cargo dwell times may result at ports that have limited capacity or that are congested, as it takes longer for that cargo to pass through the port to be processed. Longer cargo dwell times may also result from special handling or processing requirements, needed for goods like hazardous materials or refrigerated goods.

? QUESTIONS TO ASK:

What is the average dwell time for cargo at the port?

What is your seaport doing to reduce dwell time and improve cargo flow efficiency?



COST

COST AND FREIGHT RATES

Cost is always an important factor to consider when making any business decision, and choosing a seaport is no different.

There are a number of costs associated with moving goods through an international trade seaport. These costs can include:

- 1. Terminal Handling Charges:** These are fees that are charged by the terminal operator for handling and storing containers at the terminal.
- 2. Demurrage and Detention Charges:** These are fees that are charged for the use of container equipment beyond a certain free time period. Demurrage charges apply when the container is not returned to the terminal within the agreed free time, while detention charges apply when the container is not returned to the shipping line within the agreed free time.
- 3. Customs Duties and Taxes:** These are fees that are levied on goods being imported or exported by the government of the country where the seaport is located.
- 4. Freight Charges:** These are the charges for transporting the goods from the place of origin to the seaport and from the seaport to the place of destination.
- 5. Insurance:** This is the cost of insuring the goods against damage or loss during transport.
- 6. Other Costs:** There may be other costs associated with moving goods through a seaport, such as documentation fees, inspection fees, and miscellaneous charges.

It's important to note that these costs can vary significantly depending on a number of factors, including the type of goods being shipped, the distance they are being shipped, and the mode of transportation being used.



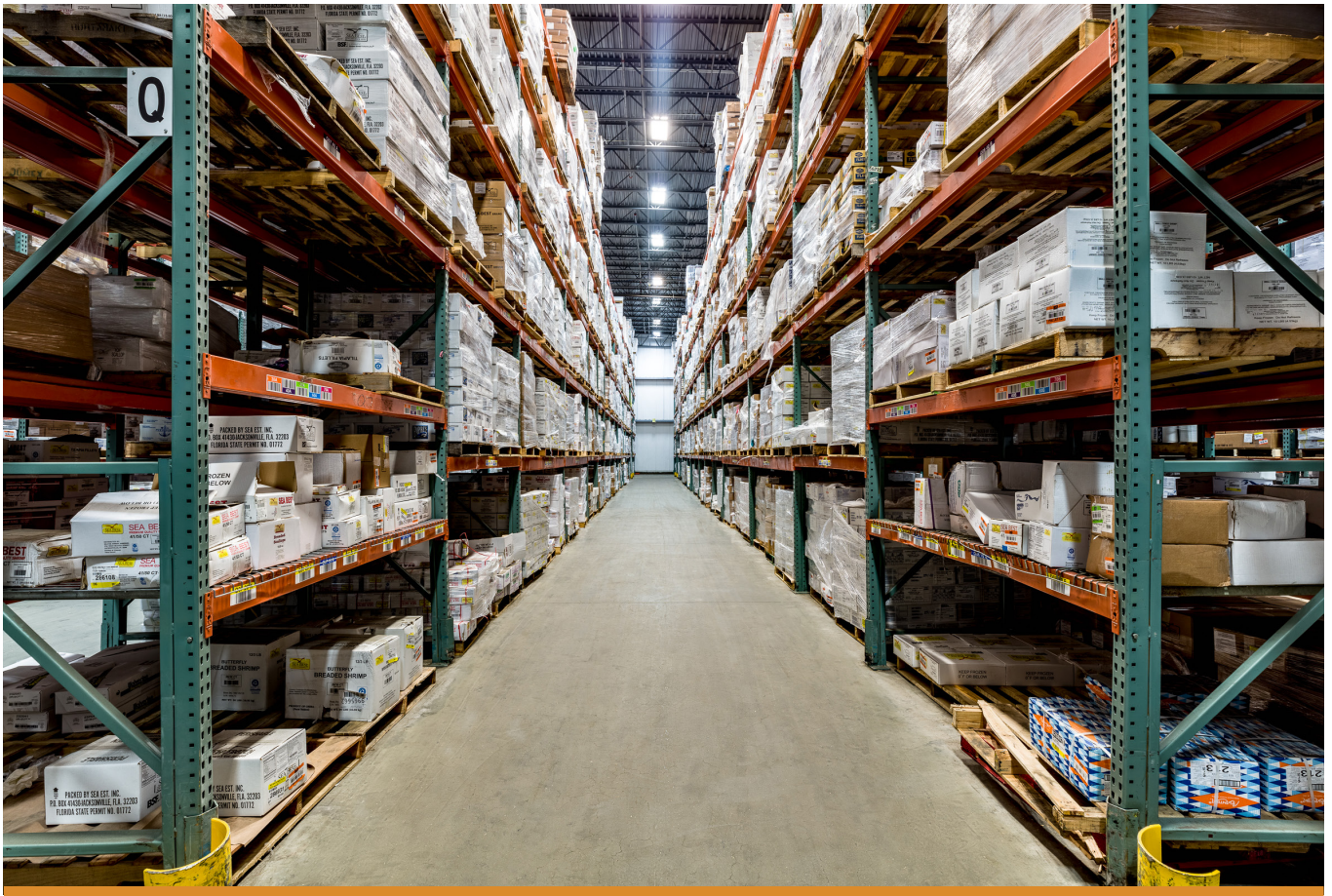
QUESTIONS TO ASK:

What are the terminal handling charges at the port, and how do they compare to other ports in the region?

What are the demurrage and detention charges at the port, and how are they calculated?

What are the customs duties and taxes associated with importing or exporting goods through the port, and are there any opportunities to minimize these costs?

What other costs are associated with moving goods through the port, and are there any opportunities to minimize these costs?



BEING ABLE TO FIND LOW-COST WAREHOUSING AND STORAGE SPACE CLOSE TO THE PORT WHERE WE CAN UTILIZE OUR OWN TRUCKERS IS IMPORTANT TO US. WE HAVE INDEPENDENT TRUCKERS THAT WORK FOR OUR COMPANY AND DO OUR DRAYAGE. UTILIZING THOSE TWO THINGS IS REALLY KEY FOR US. FOR US, IT'S ALL ABOUT EFFICIENCY AND COST. WE NEED TO HAVE OUR DRIVERS ABLE TO OPERATE IN CLOSE VICINITY TO THE PORT SO THEY CAN MAKE MORE TRIPS TO THE PORT FOR THE HIGH VOLUME THAT WE BRING IN."

Greg Carrier

VP Supply Chain, Margo Garden Products

INVENTORY AND WAREHOUSING COSTS

Inventory and warehousing costs can have a significant impact on the cost and efficiency of the supply chain. Inventory costs refer to the expenses associated with storing and managing inventory, including the cost of the inventory itself, as well as any storage fees or other costs associated with keeping the inventory in a warehouse or other storage facility. Warehousing costs refer to the expenses associated with maintaining and operating a warehouse, including rent, utilities and labor costs.

In general, choosing a seaport that is located closer to the origin or destination of the goods can help to reduce transportation costs and lead to a more efficient supply chain. It can also be beneficial to choose a seaport that has good access to transportation infrastructure, such as roads and rail, as this can help to reduce the cost and time required to transport the goods between the port and your distribution center network.

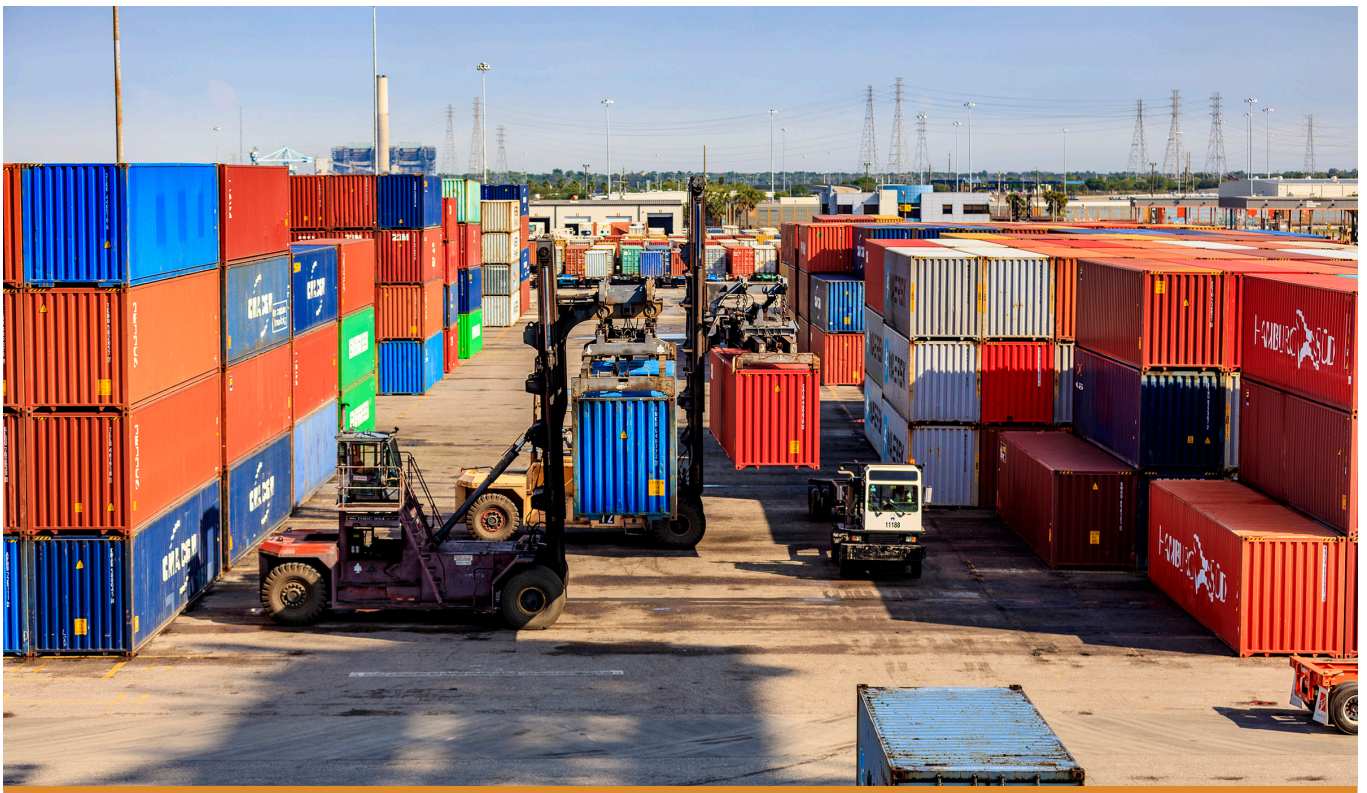
Having access to quality warehousing and inventory management facilities can help to reduce the need for businesses to maintain their own warehouse space, and can also help to reduce the cost of storing and managing inventory.



QUESTIONS TO ASK:

What are the warehousing costs associated with operating a warehouse at or near the seaport, and how do they compare to other locations in the region?

What are the labor costs associated with managing inventory at the seaport or nearby warehouses, and how do they compare to other ports or warehouses in the region?



OPERATING ENVIRONMENT AND OUTLOOK

REGULATORY ENVIRONMENT

Regulations in place at the port can affect a variety of factors that are important to consider when selecting a seaport, including:

Cost: Regulations can impact the cost of using a seaport, including fees and taxes that are applied to shipments.

Time: Regulations can also affect the time it takes to move goods through the port, as shipments may be subject to inspections or other requirements that can delay their movement.

Risk: The regulatory environment at a seaport can also impact the risk involved in using the port, as different regulations can affect the security of shipments or the reliability of the port infrastructure.

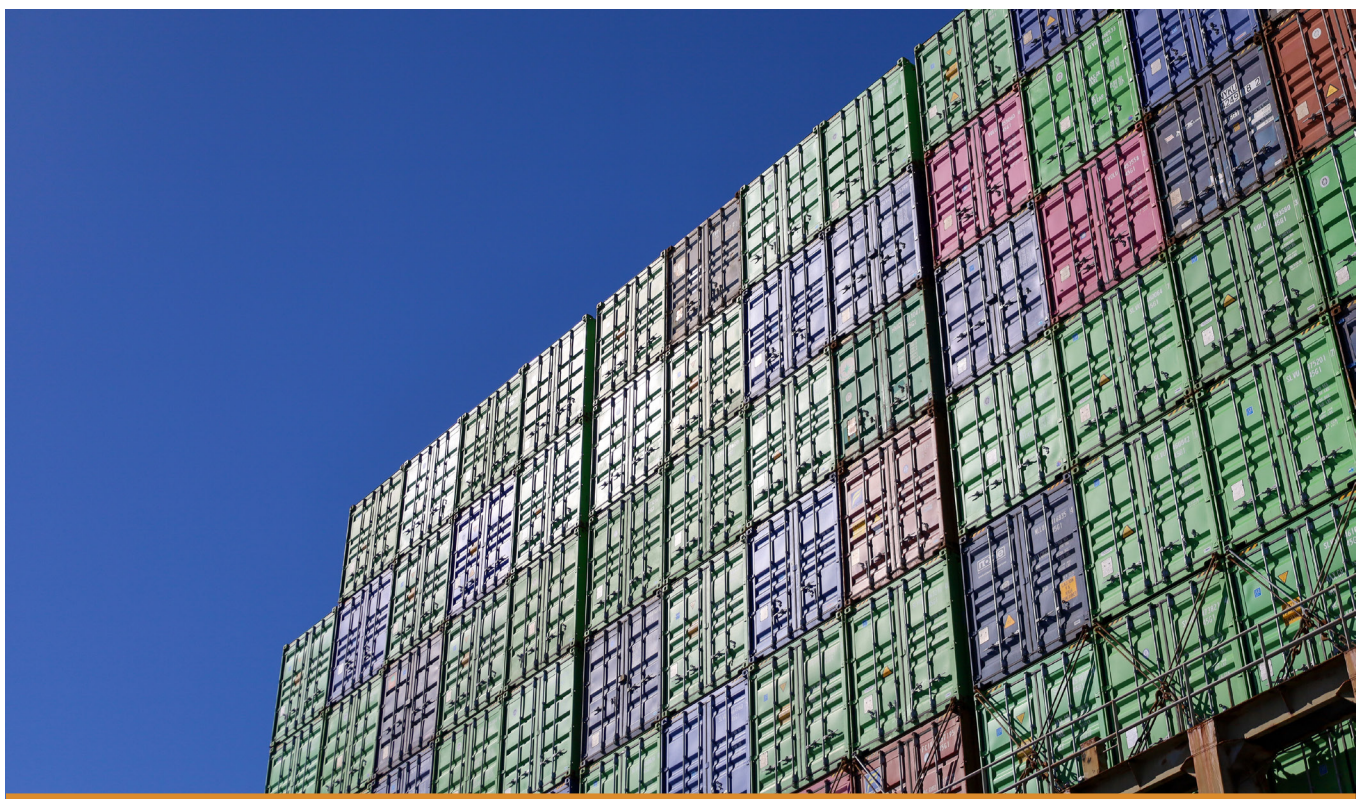


QUESTIONS TO ASK:

Who are the agencies regulating your seaport, and what areas do they oversee?

What are the environmental regulations that apply to the seaport, and how does the port manage compliance with these regulations?

How does the seaport manage relationships with local, regional and national regulatory agencies, and what is the process for resolving any issues or disputes that may arise?





CUSTOMS REGULATIONS AND PROCEDURES

Companies should consider the customs and duties policies at the seaports they are considering.

Customs regulations outline the rules and requirements for importing and exporting goods across national borders, as well as any applicable taxes or tariffs. These regulations can vary from country to country and can be complex, so it's important for businesses to be aware of them when planning their supply chain. For example, some countries may have strict regulations around the types of goods that can be imported or exported, or may require specific documentation or permits for certain products.

In addition to regulations, customs procedures at a given seaport can also have an impact on the supply chain planning process. For example, some ports may have more efficient and streamlined customs procedures, which can help to reduce delays and costs for businesses. On the other hand, ports with more cumbersome or time-consuming customs procedures may lead to longer wait times and higher costs for businesses.



QUESTIONS TO ASK:

What are the customs procedures for importing and exporting goods through the seaport, and how do they affect my transit time and cost of goods?

What are the documentation requirements?

How does the seaport manage relationships with customs authorities, and what is the process for resolving any issues or disputes that may arise?



SECURITY

Security is a major concern for companies when it comes to international trade, and it is important to choose a seaport that has strong security measures in place to protect against theft, fraud and other risks.

Seaports are critical infrastructure and are vulnerable to a range of security threats, which can disrupt the flow of goods and disrupt the supply chain, leading to delays and additional costs. Therefore, it's important for a logistics manager to consider the security measures in place at a seaport when evaluating it for use in their supply chain.

Some factors that a logistics manager might consider when evaluating the security of a seaport include:

- 1. Physical Security Measures:** These include measures such as fences, gates, and security personnel to prevent unauthorized access.
- 2. Cybersecurity Measures:** Seaports rely on electronic systems for many of their operations, so it is important to consider the cybersecurity measures in place to protect against cyber-attacks.
- 3. Emergency Response Planning:** Seaports should have plans in place to respond to emergencies such as fires, accidents and other incidents that could disrupt operations.
- 4. Collaboration with Government and Law Enforcement Agencies:** A seaport that has strong relationships with government and law enforcement agencies may be better equipped to handle security threats.



QUESTIONS TO ASK:

Physical Security:

- What measures are in place to monitor and secure the perimeter of the port area?
- Can you describe the port's access control procedures for vehicles and personnel?
- How is the port's cargo storage and handling area secured against theft or damage?
- Are there regular security audits and drills conducted to ensure the effectiveness of security measures?

Cybersecurity:

- What measures are in place to protect the port's IT systems and data from cyber threats?
- How often are cybersecurity risk assessments conducted, and what actions are taken to address identified vulnerabilities?
- Are there policies and procedures in place to ensure that employees and vendors follow cybersecurity best practices?
- How is incident response and recovery handled in the event of a cybersecurity breach?

Emergency Response Planning:

- Can you describe the port's emergency response plan in the event of a natural disaster, security breach, or other incident?
- Are there regular drills and exercises conducted to test the effectiveness of the emergency response plan?

Collaboration:

- How is communication and coordination with external emergency response organizations managed during an emergency?



CLIMATE

Climate can be an important factor in supply chain planning and international trade seaport selection because it can affect the transportation of goods and the operation of ports. For example, extreme weather events such as storms, earthquakes and hurricanes can disrupt shipping and cause delays in the transportation of goods. This can impact the reliability and efficiency of the supply chain, and may influence decisions about which ports to use.

It's important for companies to consider the potential impacts of climate on their supply chain and port selection. This may involve evaluating the risk of extreme weather events at different ports, considering the availability of alternative routes or modes of transportation, and implementing strategies to mitigate the impacts of climate on their supply chain.



QUESTIONS TO ASK:

What are the typical weather patterns at the seaport throughout the year, and how do they affect port operations and cargo transportation?

How does the seaport prepare for and respond to extreme weather events such as winter storms, earthquakes, hurricanes, typhoons, or cyclones?

Can you provide examples of past incidents and how they were managed?

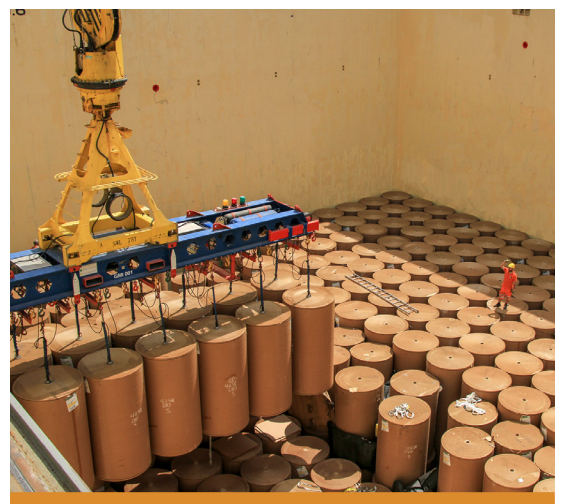
SUSTAINABILITY

In today's world, sustainability is becoming increasingly important for businesses. When planning your supply chain, making sustainable choices can help reduce environmental impact, reduce costs and improve your company's brand reputation.

First, a sustainable seaport can help reduce the environmental impact of shipping. This can be achieved through the use of cleaner fuels, the implementation of waste management and recycling programs, and the adoption of energy-efficient technologies. By choosing a seaport committed to sustainability, companies can reduce their carbon footprint and contribute to the overall sustainability of their supply chain.

Second, a sustainable seaport can also help reduce costs for companies. For example, if a seaport has implemented energy-efficient technologies, this can result in lower energy costs for companies using the seaport.

Finally, sustainability is becoming increasingly important to consumers. Choosing a sustainable seaport can help companies demonstrate their commitment to sustainability and build positive brand reputation.





QUESTIONS TO ASK:

What measures does the seaport have in place to reduce its carbon footprint and promote sustainable practices? Are there any programs in place to reduce greenhouse gas emissions from port operations or cargo transportation?

What measures does the seaport have in place to mitigate the impact of climate change on port operations and the supply chain?

Are there any sustainable development goals or targets that the seaport has set for itself, and how are they being tracked and reported?

Does the seaport work with local communities to promote sustainable development and social responsibility?

COMMUNICATION WITH THE PORT IS IMPORTANT TO A SHIPPER LIKE US BECAUSE THE PORT MIGHT BE MAKING INVESTMENTS BASED ON THEIR UNDERSTANDING OF THE MARKET. IF THE PORT IS LISTENING TO US [WITH REGARD TO PORT INVESTMENTS], IT'S VERY VALUABLE. IT HELPS US GAUGE WHERE WE SHOULD BE PUTTING OUR CARGO."

Milind Balaji

Director of Global Distribution and Services
Georgia-Pacific Packaging & Cellulose Operations



INVESTMENTS AND GROWTH PLANS

Investments in port infrastructure and operations are important in the supply chain planning process for a number of reasons.

First, ongoing investments in infrastructure and facilities at a seaport can improve its efficiency and capacity, which can make it a more attractive option for shipping and receiving goods. For example, investments in dredging to deepen the harbor or in cranes to improve cargo handling can reduce delays and increase the volume of goods that can be handled at the port. Second, ongoing investments in a seaport can also improve its connectivity to other transportation modes, such as rail, road and air. This can make it easier to move goods to and from the port and can reduce the overall cost of shipping.

Third, ongoing investments in a seaport can also enhance its security and safety measures, which can be important for ensuring the integrity and reliability of the supply chain. This can be particularly important for high-value or sensitive cargo.

Ongoing investments in an international trade seaport can help make it a more efficient, cost-effective, and reliable option for transporting goods in your global supply chain.



QUESTIONS TO ASK:

What investments has the seaport made in its infrastructure and operations in recent years, and how have these investments improved port efficiency and connectivity?

What is the seaport's current growth plans, and how are they aligned with the needs of the supply chain and broader economic and environmental objectives?

How are safety and security concerns being addressed in the planning and implementation of infrastructure upgrades and expansion projects?

Are there any programs in place to foster innovation in the supply chain?

RELATIONSHIPS

CUSTOMER SATISFACTION

In supply chain planning, customer satisfaction is a key consideration. For example, if your customers have high expectations for the quality of the products or services they receive, then the supply chain must be designed to meet those expectations. This may involve sourcing high-quality raw materials, implementing strict quality control measures, and ensuring that products are delivered on time and in good condition.

As a logistics director, you'll of course want to choose a seaport that is well-equipped to handle the type of cargo being shipped, has a strong track record of efficiently handling customs procedures and paperwork, and has good connections to transportation networks that will enable the goods to be delivered to their final destination quickly and efficiently.

By selecting a seaport that is able to meet your customer's needs, your business can help ensure products are delivered on time and in good condition, which can help to maintain customer satisfaction.

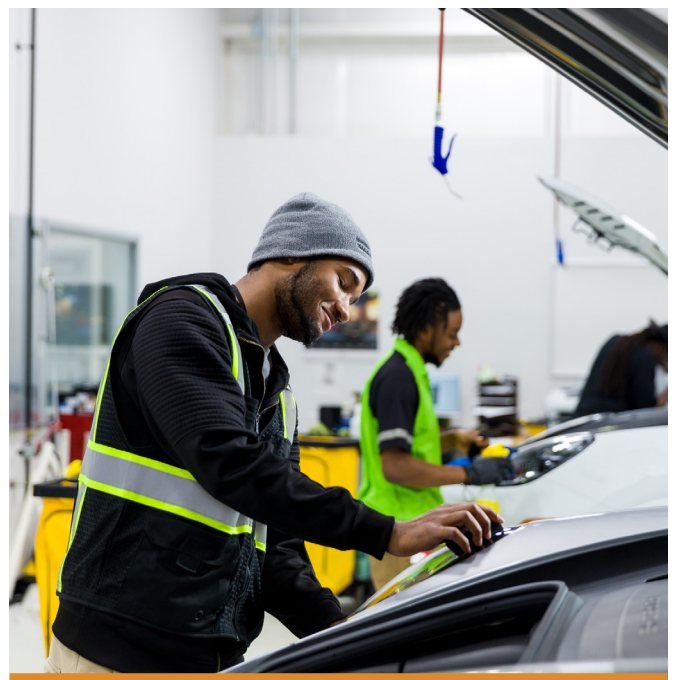


QUESTIONS TO ASK:

How does the seaport gather feedback from its customers, and what measures are in place to address customer concerns and feedback? How is feedback used to inform port operations and service improvements?

Are there any collaborative initiatives with shipping lines, freight forwarders, and other logistics providers to improve supply chain efficiency and service quality?

What measures does the seaport have in place to ensure transparency in its operations?





BRAND AND REPUTATION

It is important to choose a seaport with a good reputation for efficiency, reliability and customer service.

A seaport with a strong brand and reputation is likely to have established relationships with shipping companies, customs officials and other key players in the supply chain, which can help to ensure smooth and efficient processing of cargo. In addition, a seaport with a good reputation is likely to be more reliable and able to meet the needs of its customers, which can help to minimize disruptions and delays in the supply chain.

By considering the brand and reputation of a seaport, companies can make informed decisions about where to route their cargo and can be more confident that their shipments will be handled effectively and efficiently.



QUESTIONS TO ASK:

Are there any customer testimonials or case studies that highlight the seaport's strengths and competitive advantages?

How does the seaport differentiate itself from competitors in terms of service quality, reliability, or other factors?

How does the seaport manage and respond to negative feedback or criticism?

APPENDIX

CHECKLIST

INTRODUCTION:

- Review the purpose of the evaluation and gather necessary information.

OVERVIEW:

- **Port Location:** Check if the port is located in a convenient location and assess its proximity to major highways and railways.
- **Size:** Evaluate the port's size and its capacity to handle different types of cargo.
- **Workforce Availability:** Check if there is a sufficient workforce available to handle port operations.
- **Operating Hours:** Determine the operating hours of the port and evaluate if they align with the company's shipping needs.
- **Trucker Availability:** Assess the availability of truckers for transportation services in and out of the port.

INFRASTRUCTURE:

- **Modern Infrastructure:** Evaluate the quality of infrastructure.
- **Equipment Availability:** Determine the availability and quality of equipment necessary for loading and unloading cargo.
- **Flexibility:** Check if the port can handle different types of cargo according to your specifications.
- **Port Restrictions:** Evaluate if there are any restrictions on the type of cargo that can be handled at the port.
- **Port Capacity:** Determine if the port has sufficient capacity to meet your company's shipping needs.
- **Technology:** Check if the port is technologically advanced and has systems in place to handle cargo efficiently.
- **Foreign Trade Zone Access:** Determine if the port has access to a foreign trade zone and if it aligns with your company's needs.

SERVICES AND PERFORMANCE:

- **Connections:** Evaluate the port's connections to major shipping routes and assess if it can accommodate your company's shipping needs.
- **Port Efficiency:** Determine the port's efficiency in handling cargo and assess if it aligns with your company's needs.
- **Port Operations' Predictability & Reliability:** Assess the predictability and reliability of the port's operations.
- **Service Coverage:** Evaluate the port's service coverage and determine if it can accommodate your company's shipping needs.
- **Port Congestion:** Assess if the port has issues with congestion and if it may impact your company's operations.
- **Transit Time:** Evaluate the transit time from the port to the final destination and determine if it aligns with your company's needs.
- **Dwell Times:** Assess the dwell times at the port and determine if they align with your company's needs.

COST:

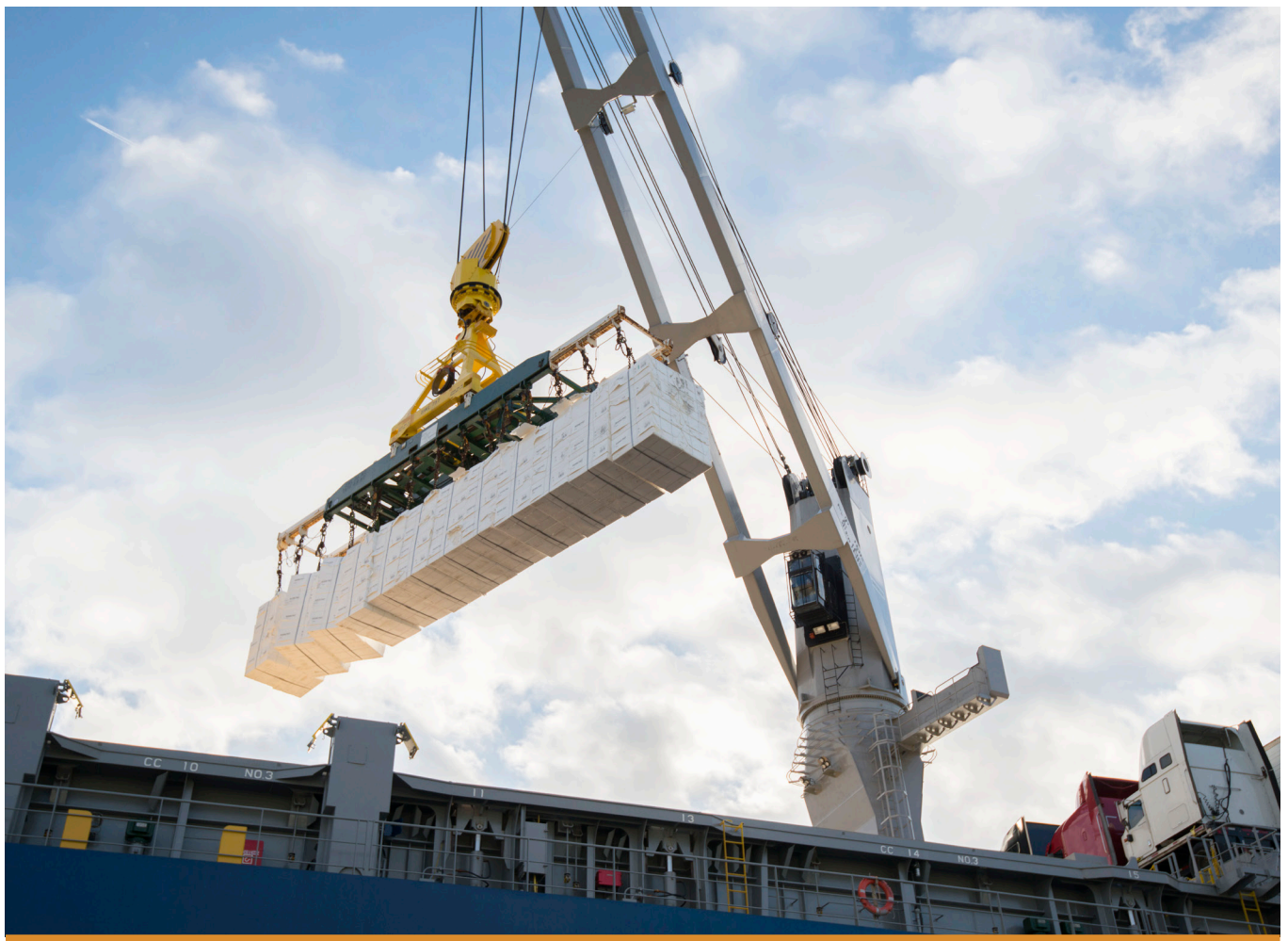
- **Cost and Freight Rates:** Evaluate the cost and freight rates associated with using the port.
- **Inventory and Warehousing Costs:** Determine costs associated with inventory and warehousing in and around the port.

OPERATING ENVIRONMENT AND OUTLOOK:

- **Regulatory Environment:** Assess the regulatory environment and determine if there are any regulatory hurdles that may impact your company's operations.
- **Customs Regulations and Procedures:** Evaluate the customs regulations and procedures in place and determine if they align with your company's needs.
- **Security:** Assess the security measures in place at the port.
- **Climate:** Determine if the port's location is susceptible to any climate-related issues.
- **Sustainability:** Evaluate the port's sustainability practices and determine if they align with your company's values.
- **Investments and Growth Plans:** Assess the port's investment and growth plans and determine if they align with your company's needs.

RELATIONSHIPS:

- **Customer Satisfaction:** Evaluate the satisfaction levels of other companies that have used the port and determine if it aligns with your company's expectations.
- **Brand and Reputation:** Assess the port's brand and reputation in the industry.



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