

Final Report

Influence of Organisational Dimensions Determining Accessibility in Transportation

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Abstract

This paper deals with the main organisational aspects which can foster accessibility in the field of transportation in the Baltic Sea Region. The objective is to make a description of the relevant aspects determining accessibility, while identifying the main constraints and gains relevant for improving accessibility from an organizational dimension.

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List of abbreviations

- ACL – Amber Coast Logistics
- BAIF - Belarusian Association of International Forwarders
- BPO - Baltic Ports Organisation
- BSR – Baltic Sea Region
- CBSS - Council of the Baltic States
- CIS - Commonwealth of Independent States
- CLECAT - European Association for Forwarding, Transport, Logistics and Customs Services
- EC- European Commission
- EEIG – European Economic Interest Group
- ESPO – European Sea Ports Organisation
- EU –European Union
- EurAsEC - The Eurasian Economic Community
- EUROPLATFORMS - European Association of Freight Villages and Logistics Centres
- FDI – Foreign Direct Investment
- FDT – The Association of Danish Transport and Logistics Centres
- FIATA - International Federation of Freight Forwarders Associations
- ICOB - Investor Center Ostbrandenburg GmbH
- ICT – Information and Communication Technology
- IO – International Organisation
- IGO – Governmental Organisation
- IRU – International Road Transport Union
- OECD - Organisation for Economic Co-operation and Development
- NIS - Newly Independent States
- NGO – Non-Governmental Organisation
- PAN – Pan-European Transport Corridor
- TARM - Northern Corridor of Trans-Asian Railway Main
- TEN-T - Trans-European Transport Network
- TRACECA - Transport Corridor Europe-Caucasus-Asia
- TSR - Trans-Siberian Railway



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UIRR - The International Union of combined Road-Rail Transport Companies

UNECE - United Nations Economic Commission for Europe

WTCA - World Trade Centers Association

WTCBB - World Trade Center Associations – Frankfurt-Oder

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Introduction

The Baltic Sea Region is one of the most interesting economic areas in Europe, due to its rapidly development characterised by a high level of innovation and a knowledge based technology. However, the region is characterised by huge disparities in terms of transport infrastructure and accessibility. Cargo volumes between the EU and its eastern neighbours have been growing fast in the past years, resulting in capacity problems both in infrastructure and operational concepts. The sector is facing lots of challenges. Nevertheless - or perhaps for exactly that reason - the region's logistic potential is substantial. The European Commission points out that the transport infrastructure is unequally developed in the eastern and western parts of the EU which need to be brought together. Hence, despite EU enlargement, large divergences in terms of transport infrastructure remain between eastern and western parts of the EU which need to be tackled (EC, White Paper for Transport – 2011).

It has also been shown that the connectivity provided by the transport system is to a large degree very nationally oriented, thus lacking transnational components which are important for the integration of the BSR. This clearly marks important deficits in competitiveness and territorial cohesion of the BSR. Coherence at EU level, international ties and cooperation become vital for improving accessibility and mobility strategies in transportation.

Transport is fundamentally international, thus many actions in the Road Map are linked to challenges related to the development of transport beyond the EU border. Opening up third country markets in transport services, products and investments continues to have high priority on European Commission's agenda (EC, White Paper – 2011).

In its 'Europe 2020 Strategy for smart, sustainable and inclusive growth', EC indicates the difference between Europe, US and Japan in terms of research and development. Facts shown that the level of research and development in Europe is below, 2%, compared to 2.6% in the US and 3.4% in Japan, mainly as a result of lower levels of private investment. However, it seems that not only the amounts spent on research and development counts, but also how the amounts are invested and nevertheless while focusing on improving the conditions for private sector towards research and development.

The financial crisis and severe constraints in public spending have made it more difficult for some member states to provide sufficient funding for the basic infrastructure needed in areas such as transport and energy. Therefore, the EC in their inclusive growth strategy includes social and territorial cohesion as a means of ensuring resource efficiency through out of the economy. Nevertheless,

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removing bottlenecks in key network infrastructures and boosting the industrial competitiveness is also on EC agenda.

The EC strategy includes promoting infrastructure projects of major strategic importance to the EU in the Baltic, Balkan, Mediterranean and Eurasian regions and seeks to develop smart, upgraded and fully interconnected transport and infrastructure while making full use of ICT. The Europe 2020 strategy is, therefore, not only relevant inside the EU space, offering also considerable potential to candidate and neighbour countries, helping them to better secure their own reform efforts. Expanding the area where EU rules are applied, will create new opportunities for both the EU and its neighbours. In addition, one of the critical objectives on the EC's agenda in the next few years will be to build strategic relationships with emerging economies to discuss issues of common concern, promote regulatory and other co-operation and resolve bilateral issues.

While talking about institutionalisation of cooperation in the BSR it seems that a multi-co-operative pattern emerged at the trans-regional and inter-governmental level that was used by public and private actors in the 1990s. The importance of treating the organizational dimension in this paper as a potential factor fostering the accessibility in the region is thus self-explained, especially because the NGOs in particular were the first to use the networks created in this area, followed later by the governmental institutions that started to participate (Williams, 2000). Williams also notes that institutionally, the Baltic Sea region consists of a loose superstructure, as apart from the nation states and the inter-governmental co-operation in the framework of the CBSS (Council of the Baltic States), founded as an umbrella organisation in 1992, the co-operation is predominantly situated at the sub-regional level. Baltic Sea co-operation is therefore characterised particularly by the combination of governmental and non-governmental organisations working in this area and by the wide variety of associations.

It is therefore of great importance to look into the organisational aspect while focusing on the dimensions of accessibility that may influence the seamless transport of goods in the BSR. This paper will therefore treat the organisation's cooperation and territorial cohesion in the BSR region, with the central focus on some of the most representative organisations in the field of transport and logistics in the region, drawing the attention from the EU area towards CIS (Commonwealth of Independent States) and NIS (Newly Independent States) countries, with Belarus, Russia, Kazakhstan and Ukraine as most relevant examples, as countries trying to develop transit infrastructure and to take some important steps for law harmonization in transportation field of activity.

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The term *organisation* can be defined such as a group which can act appropriately only within the framework of adopted principles and rules, besides being united in the achievement of a common goal. An organisation thus, should have a common aim and conviction of its realisation (Bielić, 1992).

There are several types of organisations, including governmental (IGOs), non-governmental (NGOs), profit, non-profit, private, public and hybrid organisations (a body that operates both in the public and the private sector, simultaneously fulfilling public duties and developing commercial market activities – Edwards, 2008).

Co-operation between different types of organizations in the fields of spatial planning, traffic and transportation plays an important role in Baltic Sea networking, therefore this paper aims to identify organisational indicators that can foster or hinder the accessibility in transportation in the region, in terms of cooperation and territorial cohesion. Such indicators can determine aspects that help understand specific structures of organisation in remote areas, influence of international organisations or spread and benefit through international networks. These indicators shall be measurable and comparable, in order for one to better assess them when analysing different organizations.

Hence, the main indicators chosen for the purpose of this paper were quantitative indicators: *percentage of members, regional coverage/interdependence, the number of partners of one organisation, and the amount of Foreign Direct Investments (FDI)*.

Percentage of members is an important indicator showing how large an organisation is, hence its importance and influence in one region. An organisation with many members obviously plays an important role in one region or in one specific field, while being the one to unite members under the same common goal. This indicator can be measured in percentage of members increase per year.

Through regional coverage/interdependence, the purpose is to look at the area in which one organisation operates, meaning the working or cooperation area of one organisation. This shall represent the whole functional range of one organisation, and shall be indicated in km². Such indicator is important for understanding the territorial coverage of one organisation, which would nevertheless involve fostering cooperation with other organisations from the region.

The number of partners of one organisation also indicates the importance of one organisation, reflecting its recognized level of proficiency and professionalism measured through the number of partnership. One can also distinct between different levels of cooperation: regional or international cooperation, which is also a central factor for an organisation.

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The last chosen indicator, the amount of FDI circulated (invested or attracted) by one organisation is of great significance as well representing the investments made by a company in production located in another country either by buying a company in the country or by expanding operations of an existing business in the country. FDI is essential and common practice in the last century as it has the advantage of cheaper wages in other countries, also allows companies to avoid governmental pressure on local production and offers special investment privileges such as tax exemptions offered by the country as an incentive to gain tariff-free access to the markets of the country or the region (The Economist Dictionary). Many companies and organizations are now looking at FDI as a way to internationalize, while FDI does not only provide a foreign capital and funds, but also opens and extends internal markets in transport services, products and investments, enhancing the exchange of information and expertise, promoting nevertheless the bilateral and multilateral cooperation (Economy Watch, 2010).

While transport, logistics and infrastructure are key building blocks of any economic system, being therefore essential for regional development, it is nonetheless fundamental to look into organisational aspects which may influence the seamless transport in the BSR region, hence the accessibility.

The organisational aspect in this paper comes in line with the Amber Coast Logistics (ACL) project main objective, which is to improve cargo flows both on sea and landside and thus strengthen economic ties between emerging eastern countries like Belarus, Russian Federation, Kazakhstan and Ukraine and EU member states within the Baltic Sea Region (BSR), in order to facilitate sustainable mutual development.

The general goal is therefore to bring the actors of the transport sector together in order to push interaction and knowledge transfer and stimulate mutual understanding and awareness.

As a result the ACL project will create a climate of mutual trust on which transnational cooperation can be intensified. It aims to offer transparent services to the market which are neutral in terms of effects on competition. The expected output of ACL is knowledge transfer between the partners and transnational market players, building up networks and working together to harmonize transnational logistics services.

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Methodology

For the purpose of this analysis, several organizations were approached, as being among the most representative in the region and in the field of transportation and logistics, when studying the relevant indicators for enhancing and fostering organisational aspects accessibility in relation to transportation.

The analysis intends to look into the collected data, especially taking into consideration the proposed indicators, thus assessing the collected information by showing the importance these indicators have on organisational structures and how accessibility in transportation can be improved through the presence of international transport organisations and networks in Belarus, Ukraine, Russia and Kazakhstan, thus fostering the knowledge transfer between the transnational market players, building up networks and working together to harmonize and standardize transnational logistics services while lobbying their clients needs.

For collecting the necessary data from the organisations, an interview was prepared, providing that the outcomes of the applied interviews will provide valid and important inputs on the organisations presence in Belarus, Ukraine, Russia and Kazakhstan, and explain which impact this cooperation has in transportation of goods and for creating accessible regions that connects well with the EU markets.

The intention of the analysis is to look into relations between international organisations within the transport and logistics field inside the EU region to analyse which organisation have members or partners from the EU region, while maintaining a special focus on Belarus, Ukraine, Russia, Kazakhstan, as important neighbouring countries, which shall be better integrated in the EU market through improving the accessibility in these regions. Belarus, Ukraine, Russia and Kazakhstan were chosen as countries that are trying to develop their transit infrastructure and to make some important steps for law harmonization in the transportation field. An important aspect to take into consideration regarding these countries is represented by the Customs Union between Belarus, Russia and Kazakhstan, which came into existence on January 1st, 2010. The Customs Unions is intended to remove all customs borders between these states, thus to enhance the economic integration. Ukraine is to be considered as potentially joining the Customs Union in the future, however this may interfere with Ukraine's possible association agreement with the EU (Bloomberg, 2011) and also being at the moment in opposition with Ukraine's Constitution which would not allow it (Viktor Yanukovich, 2011).

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A number of 17 organisations were chosen for gathering the essential data for the analysis, being through the most representative organisations in the field of transport and logistics, compiling different types of organisations, sizes, coverage, specific goals and operation fields.

The approach was to contact each of these organisations, first through e-mail by sending them information about the paper, ACL project's goal and purpose for investigation while explaining how the information is essential for the analysis. Also an indicative open questionnaire was sent to each organisation, following the steps and questions to be addressed during the interview, aiming on offering preparation time to the respondent.

Out of the 17 contacted organisations a number of 6 were finally interviewed: IMO (International Maritime Organization), EUROPLATFORMS (European Association of Freight Villages and Logistics Centres), CLECAT (European Association for Forwarding, Transport, Logistics and Customs Services), BAIF (Belarusian Association of International Forwarders), WTCBB (World Trade Center Associations – Frankfurt-Oder), UIRR (The International Union of combined Road-Rail Transport Companies).

For this paper, a short-term study was carried out, thus it is important to understand that due to the time limitations, an extensive research was difficult to be made. The time delimitation was also the reason why not all the initially proposed organisation were able to be contacted or to obtain the required necessary data as scheduled. However, the analysis will compile all the received information for assessing the required aspects as follows: *organisations membership, trade negotiations, extension of internal markets, cooperation and strategy for accession countries.*

The analytical framework will look into each of these aspects given the collected data, and afterwards will try to provide recommendation based on analysis, looking into strategies to better integrate the BSR with its south eastern hinterland, especially focusing on Belarus, Russia, Kazakhstan and Ukraine's cases.

Analysis

For the last few years the Baltic Sea Region has recorded one of the highest rates of economic growth in Europe, due to the development of an international trade between the Nordic countries and the Central-Eastern European ones, as well as between the countries of the Baltic Sea Region and the neighbouring, resulting in an intensive increase of transport in the Baltic ports. Data provided by the Baltic Ports Organisation (BPO) indicates the substantial increase of transshipment in the Baltic ports, due to the network development between Central-Eastern European countries and the rest of the world (Bentzen, 2007).

Working as the main actor in this field, the transport and logistics organisations play a key role, fostering the territorial cohesion, promoting the safety, security, privacy, ICT and environmental standards, thus directly influencing accessibility in transportation.

As already explained in the methodology, this analysis will use an observatory approach for discussing relevant aspects and strategies for important organisations in the field, aiming to identify and propose feasible solutions that can be applied by one organisation in order to enhance the level of accessibility in transportation in the BSR region and neighbouring countries.

Perhaps one of the largest organizations interviewed for this paper is IMO, the International Maritime Organization, governmental organization (IGO) which is the United Nations specialized agency with responsibility for the safety and security of shipping and the prevention of marine pollution by ships. IMO is the international regulatory body for international merchant shipping and incorporates 170 member states and 62 Intergovernmental Organizations which have concluded agreements of co-operation with IMO. IMO operates worldwide and is not working with FDI as only nation states are members.

Regarding the membership of the chosen 4 country cases for this paper, Belarus is not a member of IMO, while Ukraine is member since 1994, Russian Federation is member since 1958 and Kazakhstan is member since 1994. Also IMO has cooperation agreement with Ukraine, as part of the GloBallast programme, assisting the least industrialised countries to tackle the ballast water problem (www.globallast.imo.org). Nonetheless, IMO has integrated a technical cooperation programme with Commonwealth of Independent States (CIS)/Eastern Europe in 2010 and 2011. The programme develops training courses in the maritime safety, security and marine environment protection fields in the

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CIS/Eastern Europe. The training enhanced the maritime administrations' ability to develop national legislation, technical regulations and promote the accession to and implementation of new IMO instruments. Technical assistance was also provided to the Conference of Parties to the Tehran Convention for drafting the Aktau Protocol on Oil Pollution Incident Preparedness and Response.

In July 2010, an official partnership agreement was signed between IMO and the Black Sea Commission. Through this mechanism, mutual cooperation was increased on several environmental aspects of shipping, including oil pollution preparedness and response, ballast water management and dumping of waste. Under that agreement the respective activities, held in Odessa, Istanbul and Batumi, provided assistance to the six littoral Black Sea States (Bulgaria, Georgia, Romania, Russian Federation, Turkey and Ukraine) on preparing for their ratification of the BWM Convention and the London Convention and Protocol.

The summary of deliverables in CIS/Eastern European countries through the IMO technical cooperation programme embrace advice and training events on environment, facilitation, safety, security and legal standards, thus having an impact at an organisational level, enhancing the knowledge between organisation and promoting mutual trust and support. Hereby, seen through an organisational view, the accessibility in transportation can be increased through such cooperation programmes.

Another relevant organisation interviewed for the purpose of this paper is EUROPLATFORMS, the only European Association of freight villages/logistics centres, constituted as a non-profit E.E.I.G. – European Economic Interest Group, that joins together more than 60 members representing 10 Countries all over Europe: Italy, Spain, France, Portugal, Denmark, Germany, Greece, Hungary, Ukraine and Luxembourg. EUROPLATFORMS has as main objective the development of intermodal transport via Freight Villages/Logistics Centres. The organisation was established in 1991 and has since worked in the field of transport and logistics. EUROPLATFORMS' main purpose is to promote and expand the concept of Logistics Centres in Europe and worldwide and to create and develop relations among existing Logistics Centres in Europe and with similar groupings internationally. As of December 2011 the members include around 70 Logistics Centres that manage Logistic Centres all over Europe, in which over 2.600 transport and logistics companies operates.

EUROPLATFORMS aims to be actively involved in development and implementation of transport and logistics centres in all European countries. The main objectives of EUROPLATFORMS are: to expand and promote the main idea and projects related to Logistics Centres in Europe; to create and develop added value relations among the existing Logistics Centres in Europe and with similar groupings outside Europe; to provide information concerning the Logistics Centres to EU, UNECE (United

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Nations Economic Commission for Europe), OECD (Organisation for Economic Co-operation and Development) as well as to states, territorial communities, organisations and all connected businesses; to protect common interests related to the activities of its members; to promote, for itself and its members, the attainment of economic and financial aids for supporting sustainable transportation in the member centres; to foster the study, adoption and the starting-up of initiatives, projects, activities or services, which could be of general interest for most of the associated Logistics Centres; and not the least, to contribute in the Pan-European and Cross-Mediterranean transport integration and partnership through the promotion and introduction of the Logistics Centre concept.

EUROPLATFORMS works as an umbrella organization, its operations are developing mainly from Denmark, Italy and Spain and from these countries EUROPLATFORMS enhances regional integration and cooperation. EUROPLATFORMS is open for international cooperation with organizations that share same goals and operational field - focus on inter-modal transport, which are recognised as a legal entity for policy dialogue within one country, which are neutral and in positive dialogue with the environment, nevertheless which are situated on the main corridors/transport hubs (TEN-T, PAN, etc.). Some of the most important benefits for member organisation are: the possibility for sharing experiences with other Transport and Logistics Centre operators; learning and acquiring new knowledge about the latest development in the transport industry from other members working within the same field; the opportunity to participate in EU part-financed development projects focusing on testing, implementing and developing new sustainable transport solutions that can improve the Transport and Logistics Centres as well as the whole transport chain; being an active partner in transport policy-making-processes and contribute to achieving real sustainable mobility in Europe; and finally creating new business added value by networks of Logistics Centres and their logistics service providers.

Since 2003, EUROPLATFORMS started discussions with several potential partners from CIS countries, especially offering advice for developing of master-plan for logistic centres, while it already cooperated with logistic centres from Belarus and Ukraine, and offered advice and opened discussions for future cooperation with organisation in Russia and Kazakhstan. Nowadays it focuses on traffic flows coming from far East Countries which are expected to increase significantly in the near future, thus this will require the implementation of strategic infrastructures like Freight Villages/Logistics Centres, hence EUROPLATFORMS is open to international cooperation aiming to integrate the same approach between organisations in different countries in order to improve accessibility and mobility, working under a fully integrated chain.

The Belarusian Association of International Freight Forwarders (BAIF) is a non-commercial organisation, including 124 forwarding and logistic enterprises, of which 110 are association members

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and 14 actual members. Its major commercial areas of influence are working with forwarding and logistics organisations of various ownership on the basis of voluntary membership: union, support, promoting the freight forwarders; elaborating of legal acts, consultation; collection and processing of State's statistical reports. BAIF operates at a national level in Belarus, but cooperates internationally, being member of FIATA – the International Federation of Freight Forwarders Associations.

The importance of BAIF is self explained through the volume of forwarding services rendered by 50 Association members companies in 2010, which was as big as 672 million USD, or 55% of the total amount of rendered forwarding services in Belarus. The member associations of BAIF can benefit from conditions for close cooperation between forwarding and transport enterprises, being recommended by BAIF (FIATA) and under protection of their interest in the government, in public and other organisation in Belarus and abroad, receiving assistance in usage of international experience in rendering of freight forwarding services promoted by FIATA and also specialized FIATA training.

BAIF unites forwarding and logistic organizations of various ownership on the basis of voluntary membership in Belarus and cooperates internationally through FIATA. Some of the most representative projects in the field at this point are: development of Logistical Systems in Belarus; Joint Stock Company Belmagistralavtotrans; Belintertrans – Transport Logistic Centre Republican Forwarding Unitary Enterprise under the Belarusian Railways (BTLC State Enterprise); Belvinges Logistics; Beltamozhservice RUE; Brestvneshtrans; LTD Logistic Centre.

Being member of FIATA and representing its European goals, the European Association for Forwarding, Transport, Logistic and Customs Services (CLECAT) is a non-governmental organization representing the interests of 20 national organisations of European freight related service providers. Parts of CLECAT's structures are multinational, medium and small freight forwarders, but also Customs agents from the whole of Europe.

CLECAT plays a major role in rail and inland waterways working in close cooperation with FIATA, the World Federation of Freight Forwarders, but it also cooperates with similar organisations (IRU – International Road Transport Union, ESPO – European Sea Ports Organisation, etc.) being the exclusive voice of this sector on European issues.

CLECAT promotes the activity and defends the interests of its members in connection with a large number of institutional and non-institutional counterparts, securing a uniform and seamless environment, nevertheless promoting secure and accessible transportation for the benefit of the international trade. Its members benefit of influencing on upcoming regulation and access to other EU

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organisations for cooperation. In terms of innovation, CLECAT's members can be involved in EU research programmes on E-freight, ITC, logistics, accessibility and sustainability transportation.

Having between its access criteria requirements either EU member states organisation (full membership), either applicant countries organisations (associated members), CLECAT has only two Ukraine organisations member at this point (Ukrzovnishtans – Kiev and Plaske JSC - Odessa) out of the four states chosen as examples for this paper. Organisations can apply as observer members, as national organisations of countries who are neither member nor applicant countries, but who have a special interest in developments at EU level; also for related members, which are bodies, entities, companies, associations or private persons that are related with freight-forwarding, Customs, logistics and transport in all modes, including the technique of intermodality.

As member of the World Trade Centers Association in New York (WTCA), The World Trade Center Frankfurt (Oder)-Slubice is a private profit organisation operating in East Brandenburg and West Poland, working as a German-Polish joint venture. Its major commercial areas of influence are promotion of trade, establishes contacts of regional companies to international partners, give advice/information about the region. WTCBB belong to the world-wide network of around 300 WTCs in 100 countries and it is the only World Trade Center to represent the Berlin-Brandenburg Capital Region. WTCBB aims to contribute to the steady growth of the region's economic strength and to the stimulation of foreign trade.

Being member of WTCB is free of charge, while one can benefit of access to world-wide networking for businesses in Berlin and Brandenburg in international collaborations and when entering new markets. Being part of the WTCA in New York, which works around the world as an umbrella organisation, and it is a link between the WTCs in various countries, the organisation has members in Ukraine - WTC Kiev, Russia (Europe) - WTC Moscow and WTC St. Petersburg and Kazakhstan - WTC Almaty. There is thus a strong cooperation within all WTC network. At the moment there is no WTC in Belarus, however the organisation is naturally interested in a broader network.

Founded in 1970 by Combined Transport Operators, UIRR, the International Union of Combined Road-Rail Transport Companies has as an exclusive mission - The promotion, by every possible means, of Combined Traffic, mainly the combination between the road and rail modes. Today the UIRR consists of 20 member companies in 15 European countries.

Members UIRR can benefit of 3 main activities: 1. Promotion, lobbying, which is the main benefit for the members; 2. Services that are provided: for daily business (downloads, statistics etc.); Working groups; Standardization board (wide influence (Code ILU EN 1400)); 3. EU Research Projects. The



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access criteria requirements for joining UIRR are only companies whose earnings are min. 50 % from combined transport and Terminal Managers and Operators. UIRR does not have yet current regional presence/status in Belarus, Ukraine, Russia or Kazakhstan.

Conclusions

This paper analyzes the organisational dimension in transportation in the Baltic Sea region. The Baltic Sea basin is a natural link integrating the economies of the BSR countries, making the maritime transport crucial for the common interest of the region. Aiming to identify bottlenecks, developments, strategies and prospects at the organisational level, in order to improve accessibility in transportation, the study looked into organisational relationship between International Organisations, especially from EU towards CIS/NIS countries, with Belarus, Ukraine, Russia and Kazakhstan as specific examples.

In the past few years, Russia has assumed a more active role in the development of transportation, by adopting 2 national transport strategies, to 2020 and to 2030, in 2005 and 2008. Between the main objectives outlined by the Russian government in its national transport sector development initiative, is an ambition of further integrating the country into the global transport system and utilise spare transit capacity. The government intends to use various studies aiming to speed the cargo of flows along truck routes, delivery times, commodity structure, the development of transport logistic centres, etc. The general goal is fostering Russia's cooperation in international projects and programmes, thus extending the inter-regional transport links (Eurasia), and enhancing the international corridors, while increasing cargo transit. The main objective of the regional transport integration is to create a fully-functioning transport union and a unified transport system in EurAsEC (The Eurasian Economic Community), while focusing also on developing the Russia-EU transport cooperation (Shcherbanin, 2010).

Moreover, Russia emphasizes its interest in the export of oil through the Baltic ports, resulted from the EU accession of Poland and Baltic republics. Consequently, the government called the countries of the BSR to cooperate in creating a common transport policy. Common investments and market activities are carried between BSR states and Russia, Belarus and Ukraine also, in order to create Euro-Asian transport corridor going from the ports of South-East Baltic, through Odessa, as far as Asia (Kazakhstan) (Bentzen, 2007).

In April 2006, Kazakhstan's Transport Strategy to 2015 was also adopted. One of the main objectives is to integrate the Kazakh transport system fully into the global transport system. The sector's assets will thus be further modernized, while it is believed that the transport element of the price for goods will be reduced and the cargo transit will be tripled compared to 2005. Nonetheless, the speed of cargo

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traffic will be increased both regionally but also on the main international corridors (Shcherbanin, 2010).

According to the Belarus' Transport Sector Policy Note issued by the World Bank in December 2010, Belarus does not have the equivalent of a National Transport Strategy and Action Plan. However, *The Program for Ensuring Efficient Use of Transit Potential of the Republic of Belarus for 2006 – 2010*, the *draft Program of the Development of Transit Potential of the Republic of Belarus for 2011 – 2015*, and the *Roads of Belarus Program* put the ground of such a national transport strategy. In addition, the Belarusian Government also issued the *Strategy for the Development of Transit Potential of the Republic of Belarus for 2011 – 2015* and the *Concept of Belarus' Transport System Development until 2025*. Using these strategies combined, the Belarusian Government intends to cover all transport modes as the key to better reflect the linkages that exists between different policy areas and to enhance coordination between different organizations involved in the transport sector (World Bank, 2010).

The fourth chosen example for the purpose of this paper is Ukraine, which adopted the Strategy of the Development of Maritime Ports till 2015 in 2008. Also, in 2007 the Ministry of Transport and Communications adopted the State Programme of Road Development 2007-2011, in which one of the main points are increasing the safety and the ecology level in road transport, attraction of innovation and investments and nevertheless institutional changes in transportation (Shcherbanin, 2010).

As it was previously mentioned in the methodology, Belarus, Ukraine, Russia and Kazakhstan were chosen examples for this paper as countries that are trying to develop their transit infrastructure and to make some important steps for law harmonization in transportation field. An important aspect for taking into consideration regarding these countries is represented by the Customs Union between Belarus, Russia and Kazakhstan, which came into existence on January 1st, 2010, supposed to remove all customs borders between these states, thus enhancing the economic integration. The Customs Union took full effect on January 1st 2012 and according to DHL express Russia this agreement has eliminated many bottlenecks and has sped up deliveries among these countries by at least one day. Furthermore the Customs Union has reduced the amount of time and manpower needed for those shipments. According to DHL Russia, the smaller companies are now also having access entering the Belarusian, Russian and Kazakh markets, expanding the size of the market. Also, other big international shippers are now having better conditions, including FedEx and TNT Express (The Moscow Times, 2012).

Parts of European Commission's agenda for improving accessibility in transportation are: the extension of internal market rules through work in the IO's for promoting the European safety, privacy

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and environmental standards worldwide through bilateral and multilateral cooperation; reinforcing the standard dialogue with main partners; extension of the transport and infrastructure policy to the neighbours, including in the preparation of mobility continuity plans, to deliver closer market integration, including in the preparation of mobility continuity plans; extension of the EU rules to other neighbouring countries; opening up transport markets to free and undistorted competition and environmentally sustainable solutions; continuing to aiming at greater market access in transport in all relevant international negotiations; building on established research and innovation partnership to find common answers to the challenges related to interoperability of transport management systems, sustainable low-carbon fuels, security and safety; continuously use multilateral (in ICAO, IMO and WCO) and bilateral layers to tackle the issue of terrorism, envisaging international agreements and enhanced security dialogues with strategic partners; cooperating on joint threat assessments, training of third countries officers, joint inspections, piracy prevention, etc.; ensuring recognition of the EU concept of 'one stop security' system internationally; developing a cooperation framework to extend our transport and infrastructure policy to our immediate neighbours, to deliver improved infrastructure connections and closer market integration, including in the preparation of mobility continuity plans (EC White Paper, 2011).

It is also of great importance to mention that the Europe 2020 strategy is not only relevant inside the EU, it can also offer considerable potential to candidate and neighbour countries. Expanding the area where EU rules are applied, will create new opportunities for both the EU and its neighbours. Therefore, one of the vital objectives in the next few years will be to build strategic relationships with emerging economies to discuss issues of common concern, promote regulatory and other co-operation and resolve bilateral issues (EC Europe 2020 Strategy).

The success of the EU transport policy is linked to challenges related to the development of transport beyond the EU borders, and in particular with its neighbours, therefore fostering environmentally friendly transport solutions such as rail, delivering improved infrastructure connections and closer market integration with the neighbours are therefore priorities of the EU transport policy. At the beginning of June 2012, being present in Sochi, Russia, for the 7th rail business forum "Strategic Partnership 1520", European Commission Vice-president Siim Kallas, responsible for transport, used the opportunity to further discuss the current situation and future strategies in order to boost the East-West rail traffic towards Russia and China and to spur modal shift on these routes. The main issues discussed during the meeting were the regulatory and interoperability issues, the development of freight traffic on the Trans-Siberian route, the transportation charges on goods in transit and the coordination of infrastructure projects aimed at removing bottlenecks and facilitating seamless transport. In this regards, Vice-President Kallas emphasized the need to enhance both the bilateral

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EU-Russia transport dialogue and the cooperation within international railway organisations (Kearns, 2012).

Hence, it can be seen the importance the organisations have at regional level, working as means to improve the cargo flows both on sea and landside thus strengthening the economic ties between emerging eastern countries and EU member states within the BSR. Moreover, the transport and logistics organisations play a key role, fostering the territorial cohesion, promoting the safety, security, privacy, ICT and environmental standards, thus directly influencing accessibility in transportation.

The logistic trends in the Baltic Sea Region highlight the importance for logistic centres to be situated in the maritime ports. The expansion of regional cooperation consequently results in the increase of the intensiveness of maritime transport. It can be seen that countries like Russia, Belarus, Ukraine and Kazakhstan are trying to make big investments in order to consolidate their position and cooperation with international organisation in transportation and logistics, especially in the Baltic Sea Region. Also there is a strong demand for enhancing territorial cohesion from the EU towards it neighbouring and candidate countries. Therefore, new logistic challenges are waiting ahead for ports and the transport sector as a whole. Hence, strategies need to be further encouraged and followed in order to meet these demands.

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Annex 1

Organisation questionnaire:

Brief description and background of the project

AMBER COAST LOGISTICS (ACL) is a collaborative logistics project focusing on promoting multi-modal freight transport connections between the South-Eastern Baltic Sea Region, Central Europe and Scandinavia. The project's main objective is to improve cargo flows both on sea and landside and thus strengthen economic ties between emerging eastern countries like Belarus, Russian Federation and Ukraine and EU member states within the Baltic Sea Region (BSR), in order to facilitate sustainable mutual development.

Cargo volumes between the EU and its eastern neighbours have been growing fast in the past years, resulting in capacity problems both in infrastructure and operational concepts. The sector is facing lots of challenges. Nevertheless - or perhaps for exactly that reason - the region's logistic potential is substantial.

ACL does not aim to create a new transport corridor but to promote smooth cargo flows on a general basis to better integrate the BSR with its south eastern hinterland. Building up adequate infrastructure is a big task and will take decades to be completed, despite TEN-T revision and development programmes. ACL wants to bring the actors of the transport sector together in order to push interaction and knowledge transfer and stimulate mutual understanding and awareness. The project will create a climate of mutual trust on which transnational cooperation can be intensified. It aims to offer transparent services to the market which are neutral in terms of effects on competition.

The expected output of ACL is knowledge transfer between the partners and transnational market players, building up networks and working together to harmonize transnational logistics services.

The Association of Danish Transport and Logistics Centres (FDT) together with the Investor Center Ostbrandenburg GmbH (ICOB) is now working on developing a research paper on organisation aspects fostering accessibility in the region, thus we are planning in implementing a questionnaire to the most representatives organisation in the field of transport and logistics, for gathering required data essential for analysis, hence we hope you would be interested in providing information necessary that will be afterwards processed and assessed for successful delivering of this paper.

We would therefore highly appreciate if you could offer us 15 minutes of your time while responding to the following questionnaire, either over a telephone call or through filling in the below questionnaire (feel free to develop your answer). Please let us know accordingly.

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Organization questionnaire

1. Name of the respondent and position in the organisation:
 -  First name:
 -  Second name:
 -  Position:
2. Can you provide information on your organisation establishment?
 -  Year:
 -  Place:
 -  Founders:
3. Can you provide more details on your organisation type?
 - Governmental (IGO) Profit Private
 - Non-governmental (NGO) Non-profit Other:
4. Can you provide details on your organisation development concerning:
 -  Total number of members in the organisation:

 -  Annual average increase in number of members for the last 3 years:

 -  Major commercial areas of influence:

 -  Cooperation with other similar organisations:

 -  Geographical coverage:

 -  The amount of FDI circulated (invested/attracted) per year (example of last data available):
5. Can you explain what benefits one organisation can have from joining your group? Please give maximum 3 examples in terms of:
 -  Cooperation:

 -  Development:

 -  Innovation:

 -  Integration:

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✚ Other:

6. Can you explain what the access criteria requirements for joining your organisation are (e.g.: nr. of people in the organisation, organisation type, tuition fee, etc.)?

7. Can you give more details regarding your organisation current regional presence/status (membership, cooperation, operation) in Belarus, Ukraine, Russia and Kazakhstan (if any)?

✚ Membership:

✚ Cooperation:

✚ Operation:

✚ Other:

8. Shall point 7 not be applicable (i.e. no current regional presence in Belarus, Ukraine, Russia or Kazakhstan), would you consider:

extending your organisation operations within these countries?

cooperation with organisations from these countries?

Thank you!