

# Port of Portland

## Task 3 SWOT Analysis Summary



28 September 2017 ILC Meeting

**Handout of SWOT Results**

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WorleyParsons Group



# Combined SWOT Staff + ILC Workshops

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• Good Transportation Access (especially Rail and Barge)</li> <li>• Infrastructure in Place /Turnkey Terminal is ready to go</li> <li>• Lack of local competition/Sole container Facility in OR, Location is centrally located for Exporters</li> <li>• Location /Strong Shipper Support has Competitive Advantage for OR, ID, SW WA and Eastern WA shippers</li> <li>• <i>Land availability within region and at Port – offer opportunity for development</i></li> </ul>	<ul style="list-style-type: none"> <li>• Geographical Challenges               <ul style="list-style-type: none"> <li>• Extra steaming time up river, fuel, pilotage, draft, size of ships limited to less than 6800 TEUs</li> </ul> </li> <li>• Global Perception of Labor as undependable/ not always available to work ship, cranes or trains/ <i>Potential shortage of labor</i></li> <li>• Past financial model unsustainable (heavy Port allocations, terminal not right sized for volume) <i>too big for small opportunities / too small for big opportunities</i> Demonstrated history of operating loss. <i>Whether Port or private outfit, no one has made any money here</i></li> <li>• <i>Market size</i></li> <li>• <i>Political roadblocks to infrastructure due to environmental community/protections</i></li> </ul>
<p style="text-align: center;"><b>Strengths identified were aligned between ILC and Port Staff</b></p>	<p style="text-align: center;"><b>Weaknesses identified were aligned between ILC and Port Staff</b></p>

Italicized text represents an item that was not an agreed upon item between the two groups but we felt it important enough to be considered as part of our final deliverable

# Combined SWOT Staff + ILC Workshops

Opportunities	Threats
<ul style="list-style-type: none"> <li>• Strong Statewide Public Interest for a Container Terminal at T-6</li> <li>• Good for Niche services               <ul style="list-style-type: none"> <li>◦ Smaller vessels serving:                   <ul style="list-style-type: none"> <li>▪ South America</li> <li>▪ Australia</li> <li>▪ Japan (out ports)</li> </ul> </li> <li>• Inland Barge Service</li> </ul> </li> <li>• On-dock Intermodal Yard</li> <li>• Strong truck/rail connections – N/S/E/W and tracks available. Development of major distribution centers (Amazon – Troutdale). Promote transload opportunities promoting West Coast transload (IPI) could lead to potentially more attractive rates – distribution factor important for companies. Intermodal hub</li> <li>• <i>Blank slate for innovation – no displacing current customers. Try new technologies and incorporate to get speed to market</i></li> <li>• <i>Continued demand for service</i></li> <li>• <i>Regional economic growth strong/outlook good</i></li> </ul>	<ul style="list-style-type: none"> <li>• Labor- unpredictable/ <i>Labor</i></li> <li>• Time frame to reintroduce Containers at T-6 is short (12-18 months) <i>Tick tock – every day this goes by it is harder to get it going again</i></li> <li>• Consolidations of Carrier Services (Development of new Alliances with larger ships)</li> <li>• Cargo owners have moved on – developed new supply chains without Portland (primarily imports, both import and export in some cases)</li> <li>• <i>Underutilized port to the north – ability to compete</i></li> <li>• <i>May be our last opportunity for this to happen - we need to get it right</i></li> <li>• <i>Costs to ramp up to a profitable terminal. Burn-in costs can kill success before you get running properly</i></li> </ul>
<p style="text-align: center;"><b>Opportunities identified were aligned between ILC and Port Staff</b></p>	<p style="text-align: center;"><b>Threats identified were aligned between ILC and Port Staff</b></p>

# Proposed Final SWOT Analysis Summary

Strengths	Weaknesses
<ul style="list-style-type: none"><li>• Good Transportation Access (especially Rail and Barge)</li><li>• Infrastructure in Place /Turnkey Terminal is ready to go</li><li>• Lack of local competition/Sole container Facility in OR, Location is centrally located for Exporters</li><li>• Location /Strong Shipper Support has Competitive Advantage for OR, ID, SW WA and Eastern WA shippers/Land availability within region and at Port – offer opportunity for development</li></ul>	<ul style="list-style-type: none"><li>• Geographical Challenges<ul style="list-style-type: none"><li>◦ Extra steaming time up river, fuel, pilotage, draft, size of ships limited to less than 6800 TEUs</li></ul></li><li>• Global Perception of Labor as undependable/ not always available to work ship, cranes or trains/ Potential shortage of labor</li><li>• Past financial model unsustainable (heavy Port allocations, terminal not right sized for volume) too big for small opportunities / too small for big opportunities Demonstrated history of operating loss.</li><li>• Market size</li><li>• Political roadblocks to infrastructure due to environmental community/protections</li></ul>

# Proposed Final SWOT Analysis Summary

Opportunities	Threats
<ul style="list-style-type: none"> <li>• Strong Statewide Public Interest for a Container Terminal at T-6</li> <li>• Good for Niche services such as Smaller vessels serving:               <ul style="list-style-type: none"> <li>▪ South America</li> <li>▪ Australia</li> <li>▪ Japan (out ports)</li> <li>• Inland Barge Service</li> </ul> </li> <li>• Good Transportation options including Inland Barge Service and On-dock Intermodal Yard</li> <li>• Available Terminal -potential for innovation</li> <li>• Continued demand for service.</li> <li>• Regional economic growth strong/outlook good</li> </ul>	<ul style="list-style-type: none"> <li>• Labor- unpredictable labor environment</li> <li>• Time frame to reintroduce Containers at T-6 is short (12-18 months)</li> <li>• Cost to ramp up to a profitable terminal.</li> <li>• Consolidations of Carrier Services (Development of new Alliances with larger ships)</li> <li>• Cargo owners have moved on – developed new supply chains without Portland (primarily imports, both import and export in some cases)</li> <li>• Competition from other PNW Ports</li> </ul>