

UDC:338.45:330.342.146 (043.5)

**DEVELOPMENT STRATEGY AND RESTRUCTURING OF
ILlichIVSK COMMERCIAL SEA PORT AS AN INTERGRAL
PART OF ODESSA TRANSPORT CLUSTER**

**СТРАТЕГИЯ РАЗВИТИЯ И РЕСТРУКТУРИЗАЦИИ
ИЛЬЧИВСКОГО МОРСКОГО ТОРГОВОГО ПОРТА В
КАЧЕСТВЕ НЕОТЪЕМЛЕМОЙ ЧАСТИ ОДЕССКОГО
ТРАНСПОРТНОГО КЛАСТЕРА**

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У статті проаналізовані переваги використання кластерного підходу до розвитку транспортного комплексу Одеського регіону. Обґрунтована доцільність приєднання Іллічівського морського торговельного порту до Одеського транспортного кластера.

Preamble. In a global economy with its developed system of transport, telecommunications and accessible markets it could be expected a reduction of the role of regional and local factors of production location. However, in practice this role increases. Sustainable competitive advantages in the global economy are often local in their nature related to the spatial concentration of production, a highly professional workforce, knowledge, institutions, competitors, co-productions and effective users. Geographical, cultural and institutional proximity leads to closest cooperation, better information, access to the specific factors of production and other benefits, the action whereof causes competitiveness and productivity. In this regard we consider it appropriate to bring to the analysis of competitiveness factors of location, highlights a relatively new organizational formation – a cluster.

Statement of the problem. An important tool for improving the competitiveness of the regional transport system is to create a transport cluster. Such a decision was taken in Odessa region at the session of the Regional Council on September 26, 2011. The Regional Council approved the project under which the establishment of the transport cluster at Odessa sea port is foreseen. At the same time the project provides an opportunity to join a cluster of any of ports located in Odessa region.

It has been considered reasonable to join Illichivsk transport cluster to Odessa Commercial Sea Port (OSCP). However, such a connection requires a preliminary restructuring of the port. A strategy for structuring developed by us has been described in this article.

Review of recent research and publications on this issue. Analysis of research and publications in recent years in which the outbreak of this problem began indicates the presence of basic research problems of cluster development of such

authors as M.P. Voynarenko, V.I. Dubnitskiy, V.I. Zakharchenko, N.G. Kanishchenko, Ya.B. Oleinik, S.I. Sokolenko and others. As considers S.I. Sokolenko "clusters help fill the void between business, research and resources promoting this manner the knowledge of the market. Successful clusters promote intense competition along with co-operation.

They improve productivity, attract investment, promote research, reinforce the industrial base..." [7, p. 7]. Many publications are dedicated to industry clusters. For example, N.M. Vnukova considers that "special attention should be paid in the first place to engineering. In Ukraine there is no domestic market, the economy is dependent on export. And the domestic market can and should be developed by mechanical engineering, metallurgy, coal, agricultural ... In this sense ordinary carriage engineering has been considered perspective as the country has a shortage of freight cars" [1, p. 73].

I. Yu. Shvets proposed the concept of a tourism cluster based on the use of economic, institutional and legal mechanisms. [12]. L.I. Gontarzhevskaya [2], V.F. Kifyak [5], O.O. Terebukh [9] emphasize the need for a systematic approach to managing tourism cluster. Scientists Krainik O. and M. Biel developed the typical structure of the tourism cluster in the region [6], and I.M. Dyshlov developed the model of the tourist cluster association which combines the efforts of regional authorities and key stakeholders to form clusters of tourism product based on its diversification depending on needs of consumers. [3].

Previously unresolved part of the problem is the following. Existing studies in Ukraine and the publication of their results concerning, in particular, such important issues: the theory of clusters and how they adapt in Ukraine, the institutional (legal) right to support cluster development in the state, the activity of individual industry and selected regional clusters. However, in the above publications was not developed a mechanism to attract businesses to the specific structure of existing clusters. This article is dedicated to the investigation of this problem.

Formulation of a research assignment. The purpose of this study is to make a comprehensive analysis of the practical experience gained in Ukraine collected during the operation of the clusters at all levels of management. The study posed a practical task - to justify the joining of Illichivsk Commercial Sea Port to Odessa transport cluster.

The presentation of the basic research material. Presently operate in Ukraine over twenty clusters. Like in most European countries the first Ukrainian coordinator of the cluster was not a local government, but a non-governmental organization – so called "Podolye First» association (PFNGO) which goal was the development of entrepreneurial activities by consolidating efforts of state authorities, municipalities (cities of Kamenets-Podolsk, Starokonstantinov, Gritsev and others), research institutions (such like Khmelnytsky University of Technology), various agencies and associations, business and banking institutions (like UkrSotsbank, Khmelnytsky Chamber of Commerce) [4, p. 242].

A distinctive feature of the cluster is its innovative nature. That is why successful clusters are being established where occurs or is expected a breakthrough in the field of engineering and technology or begins the production of a further expansion into new markets.

In general, the clustering process in Ukraine was fragmented, uncoordinated and thus has no significant effect on the innovative development of the national economy as a whole. In our opinion, the main reason preventing the spread of innovation systems in Ukraine, which does not allow businesses to respond more flexibly to changing economic conditions, includes following factors:

- the lack of sustainable economic growth, the availability of crisis phenomena in economy and politics of the country;
- asynchronous adoption and enactment of laws that regulate business and clustering processes in the country;
- the lack of legislative support for clustering processes;
- excessive market concentration (the monopolization of majority of markets); irrational ownership structure that was established in the economic sector of the country;
- inefficient government regulation of the innovative sphere;
- drastic reduction of state orders and demand for innovative products;
- low industrial demand for products with high added value;
- weak innovative activity of industrial enterprises.

Donetsk region is one of the most developed industrial regions of Ukraine. That's why it makes sense to consider the establishment of clusters in its territory. The clusters which can be initiated in Donetsk region - it is mostly metal and mining shaft clusters as well as clusters of nanotechnology and engineering (equipment for coal and mining industry). Donbas 2025 Technology: Strategy for the Future" dealing with the need to create clusters of innovation for the further development of the region was developed in 2009 [11]. Upon completion of first phase of the research Monitor Group American experts highlighted in the economy of Donetsk region the two key clusters, which, to their opinion, should become the "locomotive" ones for this region. These are metallurgy and agriculture. Such conclusions were made after analysis of 20 clusters of the regional economy.

As for the steel industry, for improving the situation in the country it is necessary to sell the semi-processed goods in Europe for their further processing, and to direct high value added products to the domestic market.

In Donetsk region stood out even a powerful industry that is lagging behind industry only in terms of production – it is engineering. In Soviet times a portion of export was higher than of any other industry. Therefore, the creation of machine-building cluster will operate not only the industry but also the regional economy. In the ranking of machine-building enterprises Mariupol Heavy Machinery Plant Public Joint Stock Company, Azovzagalmash Public Joint Stock Company and Novokramat Private Joint Stock Company occupy the first three places for their net profit (revenue), and therefore all hopes should be pinned on them.

In Donetsk region machine-building products are traditionally designed for demand, and, above all, the coal and steel industries which are main markets. This is due to the concentration of these enterprises in the region and indicates the proximity of their location. [8, p. 84].

In addition to engineering, the revival of former production chains could bring to the forefront the chemical industry and the "defense industry", which term will return Donetsk producers of traditional markets of high technology products in Russia and other countries of the Commonwealth of Independent States (CIS). In

addition, the region has many large industrial customers which are geographically located close to each other and have excellent access to local natural resources. However, almost all of them have poor information provision which requires quality improvement through the creation of clusters.

In the future, of course, it is possible to dream about flying into space, and technology, and the construction of launch sites because the region is provided in various specialized areas of labor, highly skilled specialists with academic degrees for an effective functioning of clusters. Besides, it is scheduled to create four scientific and educational nanotechnology centers for the preparation of graduate and postgraduate students in 2012, one of which will be located in Donetsk [10].

Thus, Ukraine has significant potential for clustering in high technology, as well as in traditional ways. It is only necessary to provide financial support for cluster initiatives by the government to ensure that the clusters were able to develop faster and more effectively.

In general, the formation of clusters leads to certain advantages in the development of regions, but so far the state has a number of negative programs to promote their development, inadequate legal framework, etc.

With regard to the development of clusters in Donetsk region, it should be noted that the region has a highly skilled labor force, local natural resources, well-developed infrastructure and many other factors that make it possible to create cluster associations. Perspective is the creation of two large clusters - metallurgical and machine building ones as "the main whales", which are based on the industry of the region and the effective functioning of which depends on the nature of the territory as a whole. In the future you can create clusters associated with nanotechnology and construction.

Why successfully operating companies are reluctant to apply innovation and change? These companies possess with very powerful forces that seek to avoid changes and defend against them. Outdated approaches to them have become fundamental to the traditional methods of work and management. Professional development is the only sure way to do anything.

Successfully operating companies are more inclined to prudence and stability, they are still working, trying to protect their gains. The possibility of major changes is reduced because of the fear of large losses. All the medium acts like the immune system which seeks to isolate and deprive "enemy" property, trying to search in directions that deviate from generally accepted.

The question of when the company will bypass competitors – is only a matter of time.

Starting from 2009, Donetsk Chamber of Commerce (DCC) and its branches in Kramatorsk actively support the development of cluster initiatives in the cities of Donetsk region. Due to financial and methodical support of the Society for International Cooperation (SIC), Kramatorsk Jewelry jewelry cluster has actively developed since 2010.

It should be noted that the jewelry industry in Kramatorsk is very young. The first company was incorporated in 1991 and the history of the industry amounts to no more than 20 years. However Kramatorsk jewelers already occupy a fairly high position among jewelry enterprises in Ukraine. 10% of gold production in Ukraine is manufactured in Kramatorsk. Successfully work 15 enterprises manufacturing jewelry

and about 10 companies that provide manufacturers with raw materials, equipment, tools, and specialized ancillary services.

DCC specialists have conducted a study on the activation and cluster initiative in four pilot cities of Donetsk region, such like towns of Artemyevsk, Gorlovka, Mariupol and Krasnoarmeisk since 2011. Nowadays cluster initiatives are identified in following industries: tourism (Donetsk, Gorlovka), housing and communal services - OSBB (Donetsk, Gorlovka), machine building, metallurgical and medical innovation clusters in Mariupol, and floral - in Krasnoarmeisk.

Personal meetings with business leaders, questionnaires, training trainings on cluster technology can detect not only the development of clusters, but also to understand what the cluster organization can give a positive upward trend in the competitiveness of enterprises to help them gain confidence in the economic situation at the moment.

Companies in pilot cities (such like Artemyevsk, Gorlovka, Mariupol and Krasnoarmeisk) and Kramatorsk jewelry company show their interest in establishing of cooperation and collaboration to enhance competitiveness in the domestic market and foreign markets.

Questioning revealed "hot" point of business in modern conditions, as well as problems that can be solved by combining the clusters.

Despite the different orientation of the industry cluster initiatives, key strategic activities of the cluster are as follows: access to strategic information and analysis of global trends in industries and the expansion of markets, including EU markets. It is a costly process, so only the combined efforts of all the enterprises of the cluster will achieve its goals. The development of cluster initiatives will reach a new level of development to increase the benefits of enterprises, create conditions for strong competition in both domestic and foreign markets. An important aspect of the development of cluster initiatives is that DCC and SIC work parallel to establish the investment attractiveness of the "cluster pilot cities" (territorial marketing).

Companies are aware that the cluster approach gives businesses an advantage over more isolated competitors. It provides an opportunity for companies to focus on everything they know and do best. Companies are able to function more or less as the system and can use resources more effectively and collectively produce more than the sum of their individual results. Indirect benefits of the cluster approach are intangible assets that are not transferred directly into the balance and potentially have even greater impact than direct benefits. The benefits of these assets come from the mobile workforce and knowledge sharing between firms through formal or informal discussions with members, suppliers and customers.

Established in August 2011 Odessa transport cluster is a group of entities whose activity is provided by using the infrastructure of Odessa sea port and is aimed at creating conditions for effective use of transport infrastructure entities of Odessa region. The cluster operates on principles of equality and parity of all stakeholders, constructive dialogue, voluntary choice to force cooperation, mutual information and perform the obligations assumed in accordance with economic agreements concluded directly between the parties in the cluster.

We have proved the feasibility of joining of Illichivsk Commercial Sea Port (ICSP) to Odessa transport cluster. Preliminary restructuring of the port is

economically viable to meet the requirements of the cluster. Let us dwell in detail on a restructuring strategy proposed by us.

The aim of the restructuring of Illichivsk Commercial Sea Port (ICSP) is to achieve in the short term the level of development of the port which would ensure its functioning as an equal member of Odessa transport cluster. The strategy of restructuring Illichivsk Commercial Sea Port (ICSP) involves increasing the capacity of the port, the reconstruction and building productive capacities, modernization of cargo handling equipment, fleet renewal port, the solution of socio-economic problems. The aim of the Strategy is as follows: to ensure processing of increasing volumes of cargo and attract new ones, including transit, upgrade production facilities in line with current and future needs of traffic, conversion and reconstruction of the port terminals and construction of new modern port of transshipment complexes, backbone communications in accordance with needs of transport market; continue processing the promising logistic schemes of transportation corridors within the sea route Illichivsk-Baltic, Illichivsk-Samara, ensuring adequate employment in the manufacturing process of highly qualified engineers and skilled workers, ensuring a high level of maritime safety, minimizing the impact of production processes on the health of port workers and the environment, reducing occupational injuries and accidents, working conditions, increase the profitability of the port, creating the conditions for the successful solution of the socio-economic tasks and improve the social conditions of port workers.

Strategy is the basis for the development of the port restructuring project. For restructuring of Illichivsk Commercial Sea Port (ICSP) the project provides the following steps: 1) in the year 2012 - the beginning of the project of restructuring of Illichivsk Commercial Sea Port (ICC), 2) in the years 2013-2015 - the reorganization phase, 3) in the years 2016-2017 shall be completed the final stage. In the first phase of restructuring of Illichivsk Commercial Sea Port (ICSP) it is necessary to do the following: to implement urgent measures to attract and retain qualified personnel; to put in place a comprehensive automated system of document management, access control and management.

In the second step it is required to do the following: to determine the legal, organizational, financial and economic basis of the transfer of port operators and port marine terminals to all forms of property, to establish an effective system of control over the use of state property; to introduce an effective mechanism for the use of port operators, port infrastructure, to improve the procedure for finding, evaluating, selection and use of port infrastructure investments, to introduce cost-based rates of port dues, fees for services provided by Illichivsk Commercial Sea Port (ICSP), to reflect changes in the management of port activities, to improve customs, environmental, sanitary and other control procedures at the port.

In the third stage following measures are to be taken: to introduce an automated system of port management, to alter the individual structural units in the subsidiaries in the form of public joint stock companies, to adapt the control system to work in an integrated institutional structure, to reorganize Illichivsk Commercial Sea Port (ICSP) into the integrated structure of the cluster type.

We propose to carry out such implementation of investment projects in restructuring of Illichivsk Commercial Sea Port (ICSP) at own expense the port, bank loans and investments (Table 1).

• Table 1

Investment plan of reconstructing of ICSP in the years 2012-2017

Name of project	Forecast period of implementation in years	Projected volume of investments (in UAH millions)			Investment forecasts (in UAH millions) within the terms of realization for years					
		Total	including		2012	2013	2014	2015	2016	2017
			the share of the port	investor's share						
Reconstruction of protective structures and a gradual increase in depth in the approach channel	2012	32,0	32,0	-	32,0					
Reconstruction of berths Nos. 7, 8, 9 for handling of general cargo	2012-2014	296,4	106,1	190,3	35,5	40,6	30,0			
					87,3	60,0	43,0			
Development of container terminal berths Nos. 1, 2	2012-2017	1085,2	190,9	894,3	8,8	55,5	71,5	55,0		
					51,2	70,0	259,0	143,5	210,0	160,7
Development of a multimodal center for container handling (terminal No. 5)	2013-2015	385,0	86,8	298,2		28,0	16,8	42,0		
						70,0	147,0	81,2		
Construction of a new container terminal at the port unequipped coast and surrounding areas	2014-2017	2450,0	133,0	2317,0					70,0	63,0
							560,0	700,0	700,0	357,0
Development of port facilities for transshipment of bulk cargo with a berth fit for an open preservation No. 10	2014-2015	266,0	56,0	210,0			35,0	21,0		
							140,0	70,0		
Construction of a specialized complex for transshipment of bulk cargo with a two-way pier	2015-2017	560,0	140,0	420,0				21,0	70,0	49,0
								175,0	140,0	105,0
Reconstruction of berth Nis. 12, 14, 15 for metal and cast iron handling (1st stage – berth No. 12)	2013-2014	220,5	56,0	164,5		21,0	35,0			
						108,5	56,0			
TOTAL	2012-2017	5295,2	800,8	4494,4	76,5	145,1	188,3	139,0	139,0	112,0
					138,5	308,5	1205,0	1169,7	1050,0	622,6

Top row - the share of the port; bottom row - investor's share

• The implementation of the restructuring of Illichivsk Commercial Sea Port (SCPI) shall enable:

- - to increase capacity of the port to 54 million tons;
- - to bring the materials handling at the port to 31 million tons;
- - to create 1,300 new jobs;
- - to turn Illichivsk Commercial Sea Port (ICSP) into the main container port on the Black Sea (HUB Container) i.e. the center of association of ocean and feeder lines to other ports in Ukraine, Russia and Georgia;
- - to create new high-tech modern transshipment facilities and improve the competitiveness of the port in the world market of port services;
- to minimize the impact of the production process on the health of port workers and the environment, reduce workplace injuries and accidents, to improve significantly working conditions;
- to ensure the use of innovative organizational and legal forms of governance in the port and create favorable conditions for attracting investment;- to create necessary conditions for continuous growth in the level of social security and port workers and their families;
- to create an effective model for public-private partnership for the purpose of building the port;
- to increase the quality and standards of the port to European level which in turn is necessary to "embed" Illichivsk Commercial Sea Port (ICSP) into the structure of Odessa transport cluster.

Research conclusions. So, it seems reasonable to join Illichivsk Commercial Sea Port (ICSP) to Odessa transport cluster. This will provide an opportunity to increase turnover in the region and raise the level of gross regional product in Odessa region. To join successfully Illichivsk Commercial Sea Port (ICSP) to Odessa transport cluster the port must be relevant to its restructuring.

The main issues for restructuring of Illichivsk Commercial Sea Port (ICSP) shall be as follows: reconstruction and redevelopment of the port of transshipment complexes which does not comply with existing and future structure of the cargo, the beginning of the use of land and unequipped coast within the port area including the coastline, which are suitable for the construction of new terminals, increasing the depth of the inlet channel and the port area, an emergency purchase of two tugboats with capacity not less than 5000 equivalent horsepower - to ensure safe navigation and mooring work performance, conducting vessels in the waters within the port area of responsibility in connection with a significant increase draft vessels, container ships and bulk carriers; other ships of the fleet upgrade ports with built-in write-offs of obsolete ports, modernization and renewal of the mechanization of the crane in accordance with international standards, modernization and upgrade of power supply in the port for the operation of process equipment and cargo handling equipment due to the significant increase in production capacity.

Restructuring Project of Illichivsk Commercial Sea Port (ICSP) consists of three stages: the preparatory stage - in the year 2012, the reorganization phase – in the years 2013-2015: the final stage – in the years 2016-2017. As a result of the restructuring project of Illichivsk Commercial Sea Port (ICSP) is expected to be: a significant increase in capacity, the volume of cargo handling and the number of workers, creating new high-tech modern transshipment facilities, and improving the

competitiveness of the port in the world market services provided by the port, bringing quality and standards of the port to European level.

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Аннотація

В статье проанализированы преимущества использования кластерного подхода к развитию транспортного комплекса Одесского региона. Обоснована целесообразность присоединения Ильичевского морского торгового порта к Одесскому транспортному кластеру.

Созданный в августе 2011 года Одесский транспортный кластер — это группа юридических лиц, деятельность которых обеспечивается использованием инфраструктуры Одесского морского торгового порта и направлена на создание условий для эффективной реализации возможностей субъектов транспортной инфраструктуры Одесского региона. Кластер осуществляет свою деятельность на принципах равноправия и паритетности всех участников, конструктивного диалога, добровольности выбора форм сотрудничества, взаимного информирования и выполнения принятых на себя обязательств в соответствии с хозяйственными договорами, заключаемыми непосредственно между участниками кластера.

Эффективным как для кластера, так и для порта станет присоединение Ильичевского морского торгового порта (ИМТП) к Одесскому транспортному кластеру. С целью выполнения кластерных требований, экономически целесообразной является предварительная реструктуризация порта. Предложенная нами стратегия такой реструктуризации выглядит следующим образом.

Целью реструктуризации ИМТП является достижение в ближайшей перспективе уровня развития порта, который обеспечивал бы его функционирование как полноправного элемента Одесского транспортного кластера.

Реализация стратегии предусматривает: обеспечение переработки возрастающих объемов грузов и привлечение новых, в том числе транзитных; обновление производственных мощностей в соответствии с современными и перспективными потребностями развития грузопотоков, перепрофилирование и реконструкцию терминалов порта, а также строительство новых современных портовых перегрузочных комплексов, магистральных коммуникаций в соответствии с потребностями транспортного рынка; продолжение отработки перспективных логистических схем в рамках трансграничных коридоров сообщением Ильичевск-Балтика, Ильичевск-Самара; обеспечение надлежащей занятости в производственном процессе высококвалифицированных инженерных и рабочих кадров; обеспечение высокого уровня безопасности судоходства, минимизацию влияния производственных процессов на здоровье работников порта и окружающую среду, уменьшение уровня производственного травматизма и аварий, улучшение условий труда; повышение прибыльности порта, создание условий для успешного решения

социально-экономических задач и улучшения социальных условий работников порта.

Стратегия является основой для разработки проекта реструктуризации порта. Проект реструктуризации ИМТП предусматривает следующие этапы: 1) 2012 г. – начало проекта реструктуризации ИМТП; 2) 2013-2015 г.г. – реорганизационный этап; 3) 2016-2017 г.г. – заключительный этап.

На первом этапе проекта реструктуризации ИМТП необходимо сделать следующее: реализовать неотложные мероприятия по привлечению и удержанию высококвалифицированных кадров; ввести в действие комплексную автоматизированную систему документационного обеспечения управления, контроля и управления доступом к базам данных.

На втором этапе: определить правовые, организационные и финансово-экономические основы передачи различных видов портовой деятельности портовым операторам и морским терминалам всех форм собственности; наладить эффективную систему контроля за использованием государственной собственности; внедрить эффективный механизм использования портовыми операторами инфраструктуры порта; усовершенствовать порядок поиска, оценки и использования инвестиций в инфраструктуру порта; внедрить экономически обоснованные ставки портовых сборов, тарифы на услуги ИМТП с учетом изменений в системе управления портовой деятельностью; усовершенствовать таможенные, экологические, санитарные и другие контрольные процедуры в порту.

На третьем этапе: внедрить автоматизированную систему управления портом; преобразовать отдельные структурные подразделения в дочерние предприятия в форме публичных акционерных обществ; адаптировать систему управления к работе в условиях интегрированной организационно-правовой структуры; реорганизовать ИМТП в интегрированную структуру кластерного типа.

Финансирование проекта реструктуризации ИМТП нами предлагается осуществить за счет собственных средств порта, кредитов банков и инвестиций.

Реализация проекта реструктуризации ИМТП позволит довести качество и стандарты работы порта до европейского уровня, что является необходимым для «встраивания» ИМТП в структуру Одесского транспортного кластера.