

Vertical integration

- E.g. Buenos Aires



MARKET CONSOLIDATION IN CONTAINER SHIPPING: WHAT NEXT?

Over the past two years, a wave of market consolidation has transformed the global container shipping industry, leading to mergers and acquisitions between container lines, a reshuffling of shipping alliances and the expansion of shipping companies into port operations. There is potential for more consolidation, which raises the question as to the implications for market concentration levels, and whether the industry is becoming an oligopoly on certain routes.

Consolidation activity in 2016–2018 reflects the industry's efforts to cope with the difficult market conditions faced since the 2008 global financial crisis. For many years, container shipping has struggled with low freight rates, dwindling earnings and poor financial returns.

There are clearly two sides to the container market consolidation story. By consolidating and joining alliances, container lines can expect to reduce costs, better manage ship capacity and enhance efficiency. These, in turn, benefit shippers, if on a given route the savings achieved by container lines translate into lower rates and improved service offerings. On the other hand, shippers, trade and ports can be negatively affected, if on a given route, consolidation results in reduced competition, constrained supply, market power abuse, and higher rates and prices. These trends call for systematic and regular monitoring and assessment of consolidation trends in container shipping.


Growing container shipping market consolidation

Since 2016, the global container shipping industry, which handles about 60 per cent of seaborne merchandise trade in terms of value, witnessed a series of developments leading to major market consolidation.¹ Container lines concluded various mergers and acquisitions and formed larger strategic shipping alliances – groupings where member container lines cooperate on strategic issues. This consolidation activity resulted in greater market concentration, with a handful of container lines dominating the market. As of January 2018, the top 15 container lines accounted for just over 70 per cent of all container ship capacity. Six months later, in June, the top 10 controlled almost 70 per cent of capacity, reflecting the completed operational integration of the new mergers.

Between 2004 and 2018, the number of companies providing services per country



¹ This policy brief draws mainly upon the information, data and analysis reported in the UNCTAD publication, *Review of Maritime Transport 2018*. Relevant references and sources are available at <http://unctad.org/RMT> (accessed 13 September 2018).

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- Pasado
 - Presente
 - Futuro

A faster recovery than in the last two trade recessions

Cumulative change in global trade from the start of each recession

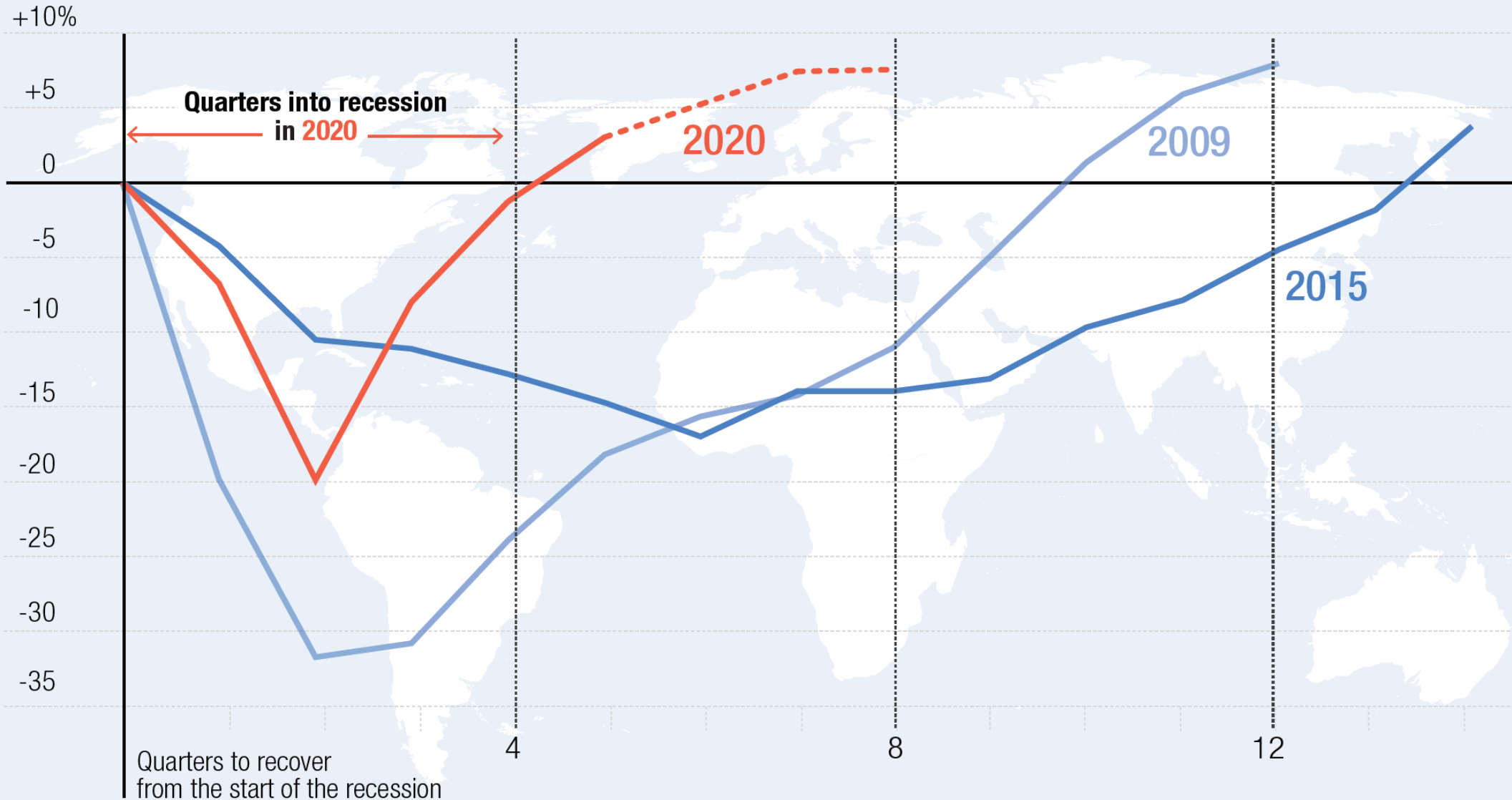
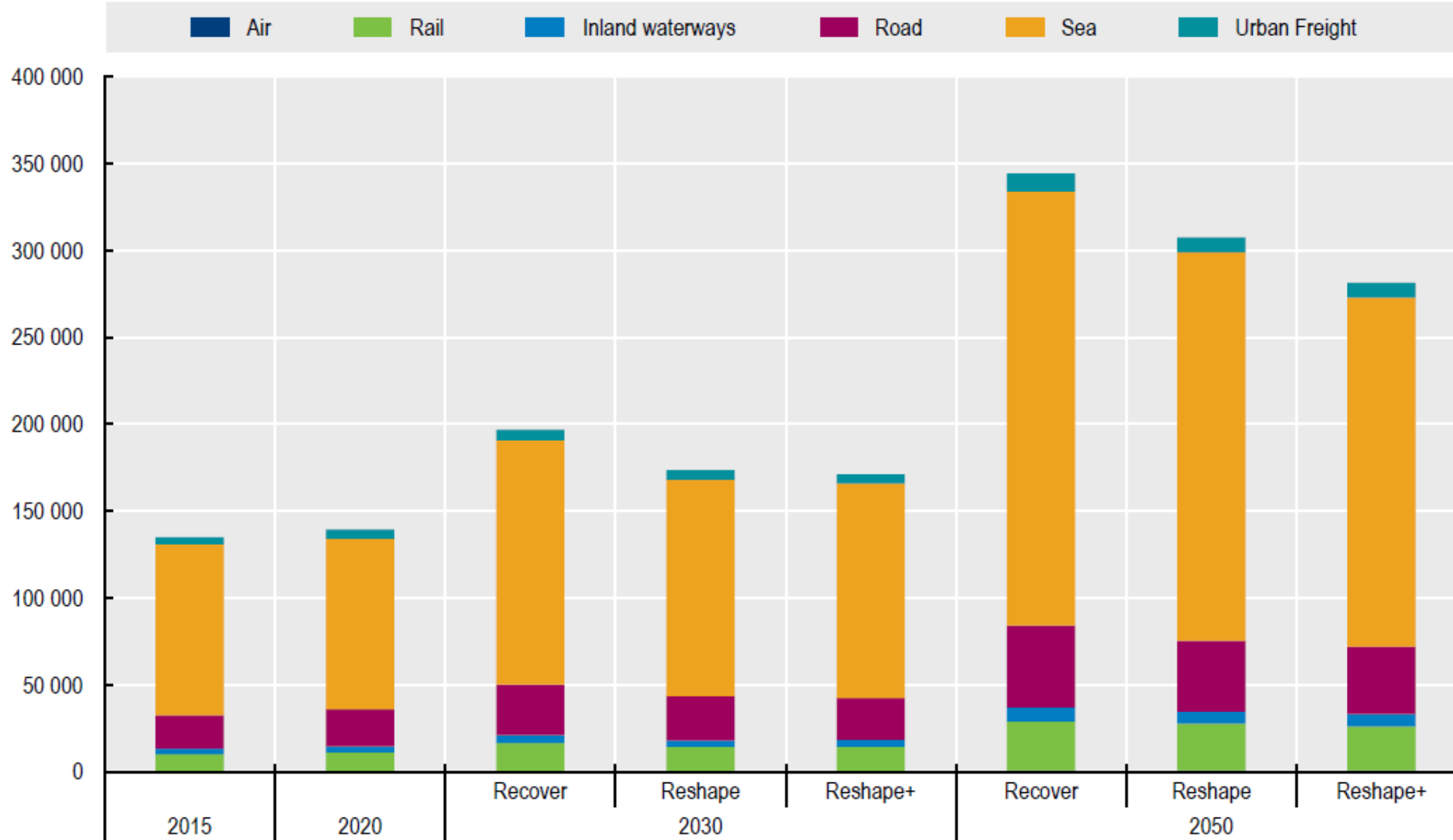


Figure 9. Freight activity by transport mode to 2050

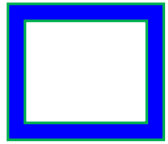
Under three scenarios, billion tonne-kilometres



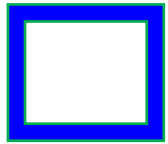
Note: Figure depicts ITF modelled estimates. *Recover*, *Reshape* and *Reshape+* refer to the three scenarios modelled, which represent increasingly ambitious post-pandemic policies to decarbonise transport. Air transport accounts for less than 1% of total demand. Urban freight specifies road freight in urban areas.



Who leads the IT reforms in your company?



The CEO



The CTO



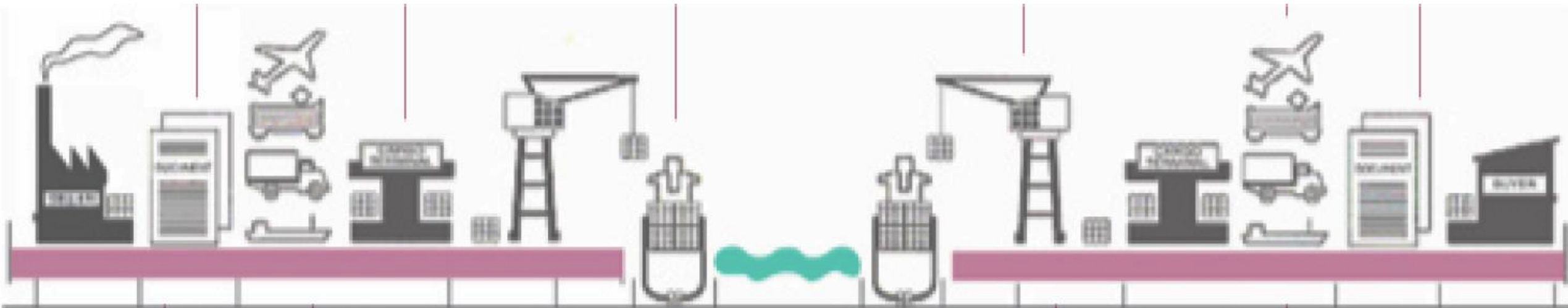
Covid-19



Shipping in times of COVID19

A 10-point action plan

<https://unctad.org/en/pages/PublicationWebflyer.aspx?publicationid=2713>



Is there a trade-off between controls and trade facilitation?



The concrete measures proposed in this policy brief help to facilitate transport and trade and to protect the population from COVID-19.

UNITED NATIONS CONFERENCE ON TRADE AND DEVELOPMENT
UNCTAD

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POLICY BRIEF

COVID-19: A 10-POINT ACTION PLAN TO STRENGTHEN INTERNATIONAL TRADE AND TRANSPORT FACILITATION IN TIMES OF PANDEMIC

The coronavirus disease (COVID-19) pandemic is substantially impacting people's lives and livelihoods and putting extreme stress on socioeconomic systems. International collaboration, coordination and solidarity among all is going to be key to overcoming this unprecedented global challenge. As part of efforts aimed at reducing the international spread of the virus and to mitigate the potentially crippling longer-term consequences of the pandemic, especially for the most vulnerable countries, policymakers need to take a number of measures to ensure the facilitation of international trade and the transport of goods. It is crucial to keep ships moving, ports open and cross-border and transit trade flowing, while ensuring that border agencies can safely undertake all necessary controls.

Key points

- There is a need to keep ships moving, ports open and cross-border trade flowing, while ensuring that border agencies can safely undertake all necessary controls.
- Facilitating trade and the transport of goods has become more important than ever, to avoid economic collapse and critical supply chain disruptions.
- The concrete measures proposed in this policy brief help to facilitate transport and trade and to protect the population from COVID-19.

Challenges for international trade logistics*

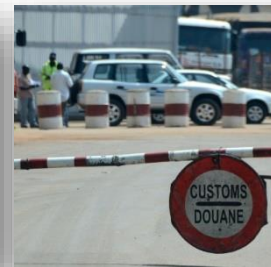
Border agencies face the challenge of expediting imports, exports and transit, including of necessary medical supplies, donations and relief consignments, while ensuring epidemic prevention and providing adequate customs clearance and compliance controls of goods and transport personnel.

This challenge affects goods and services that are necessary for the preservation of many jobs in manufacturing, on which modern society depends. Particular efforts need to be made on the part of Governments to secure and enhance the production and distribution of critical goods needed to contain and combat the pandemic (such as medical supplies and equipment) and to secure basic needs (including food and energy). Relevant service providers and the supporting infrastructure need to be protected as a matter of priority. This includes ensuring that transport services, ports and border agencies not only remain operational, but are effectively strengthened to cope with the exceptional challenges they face.

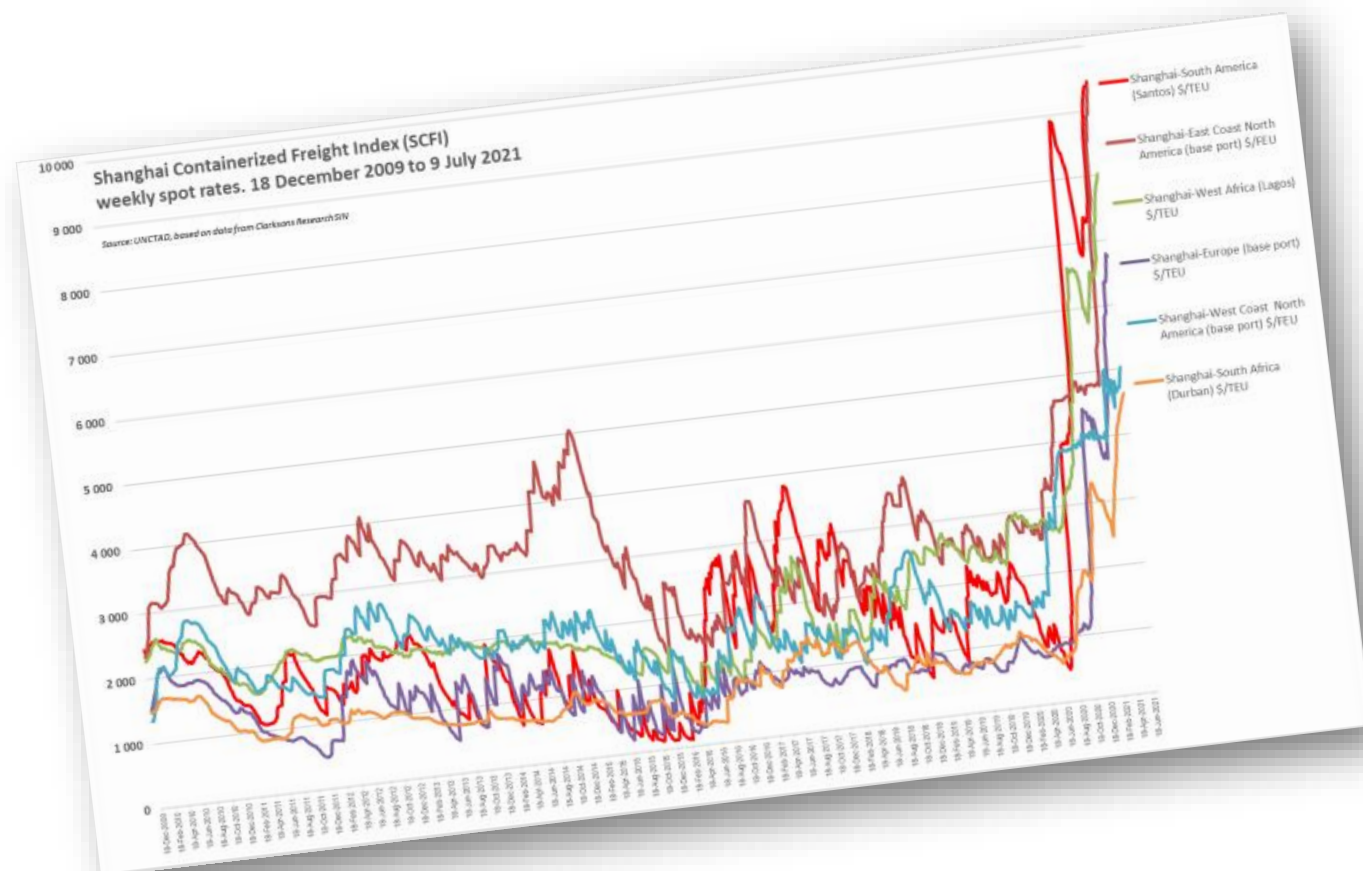
Governments need to adopt common approaches to addressing these issues across the global network of supply chains to avoid widespread disruptions. In the absence of urgent action in this regard, the post-pandemic economic recovery may be severely hampered, potentially worsening long-term sustainable development prospects, particularly for the world's poorest and most vulnerable.

International cooperation on these points is vital, as protectionism may significantly exacerbate the global health crisis and delay a post-pandemic economic recovery. Effective collaboration, coordination and cooperation among public and private stakeholders at all levels will also be key.

* Note: All websites referred to in this document were accessed in April 2020.

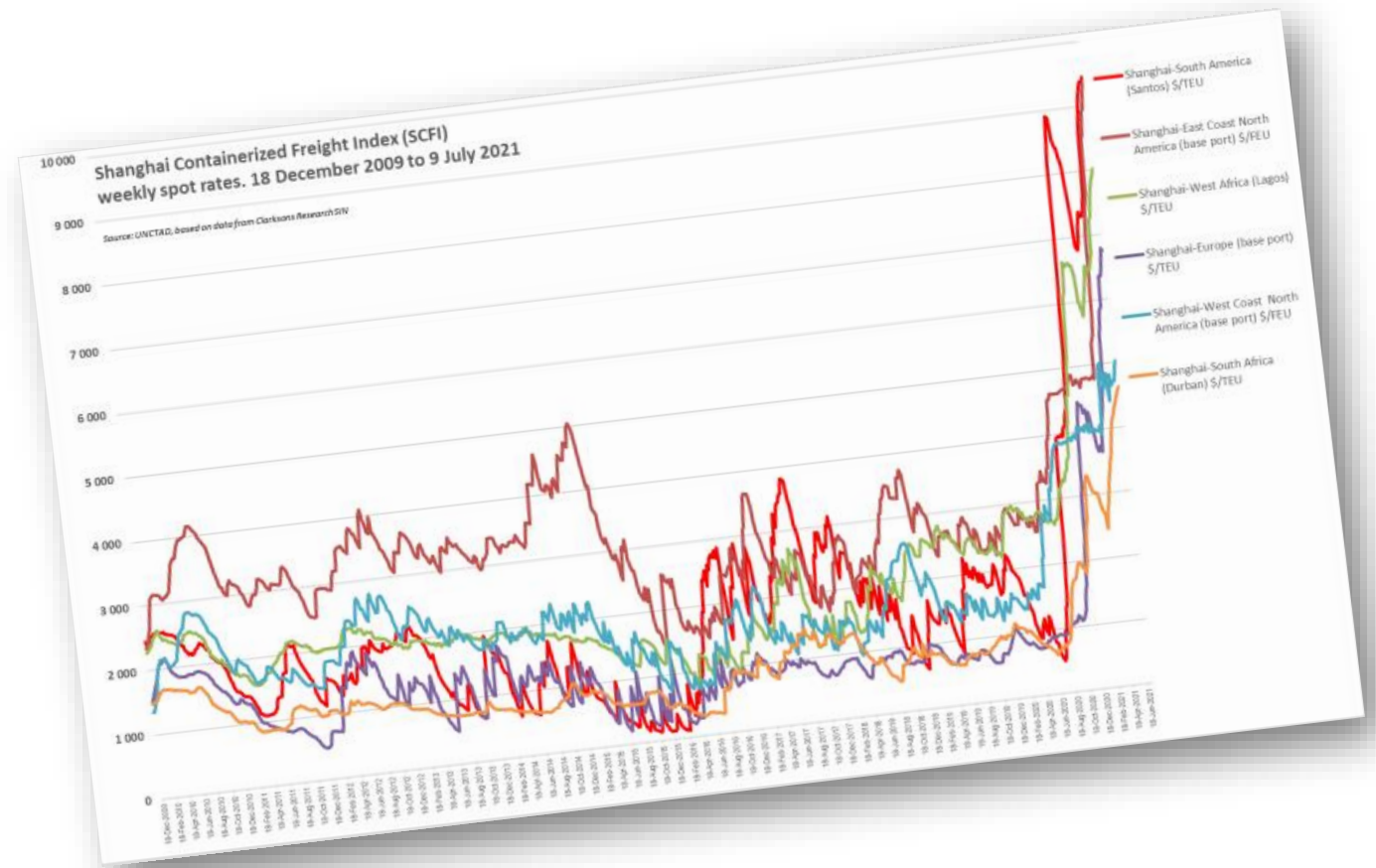


Y los fletes?



5 razones por las cuales los fletes se mantendrán más altos que en la década anterior

1. COVID-19
2. Ciclo marítimo
3. Consolidación
4. Descarbonización
5. ¿Faltarán buques?



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Fuente: Presentación de Dr. Chaichan Charoensuk, Chairman, Thai National Shippers' Council
UNCTAD webinar 13 de Julio 2021 - <https://unctad.org/meeting/maritime-webinar-series-container-shipment-crisis-its-impact-and-why-it-different-anything>

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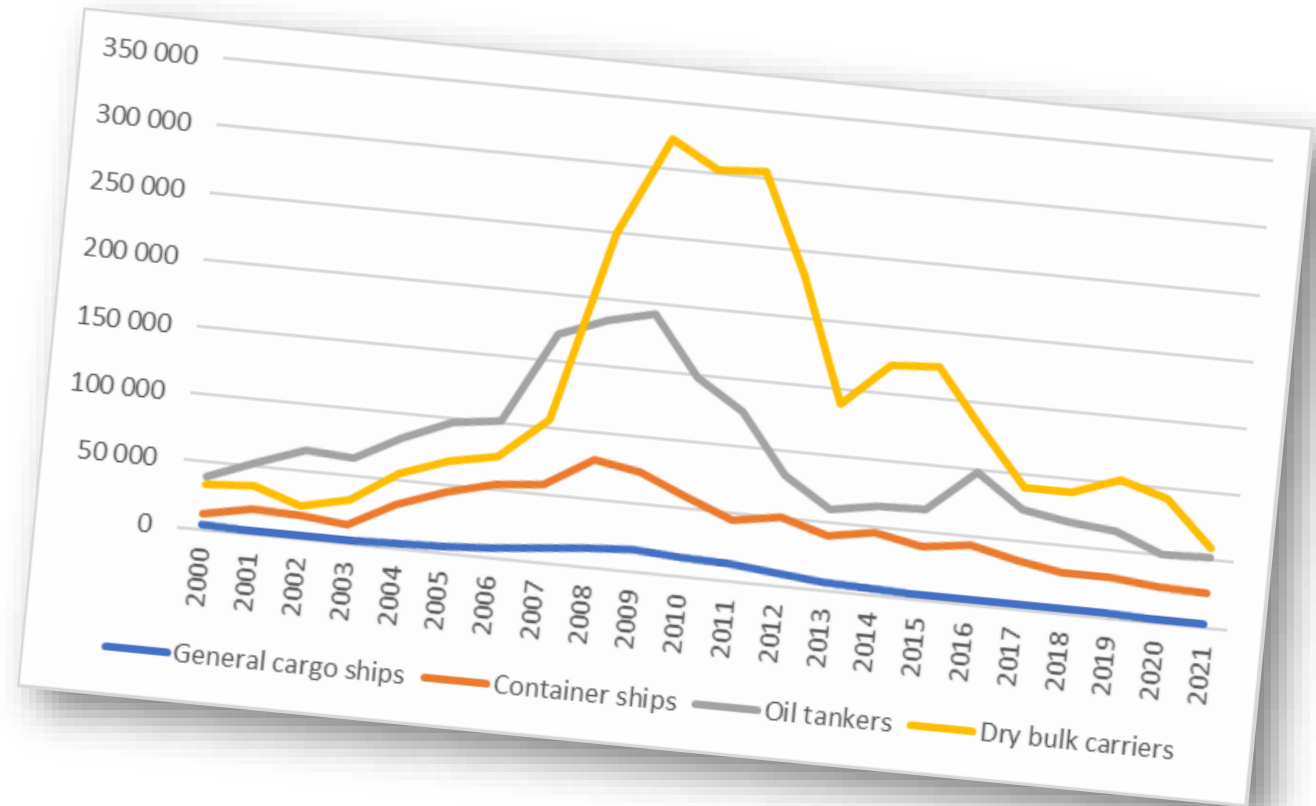
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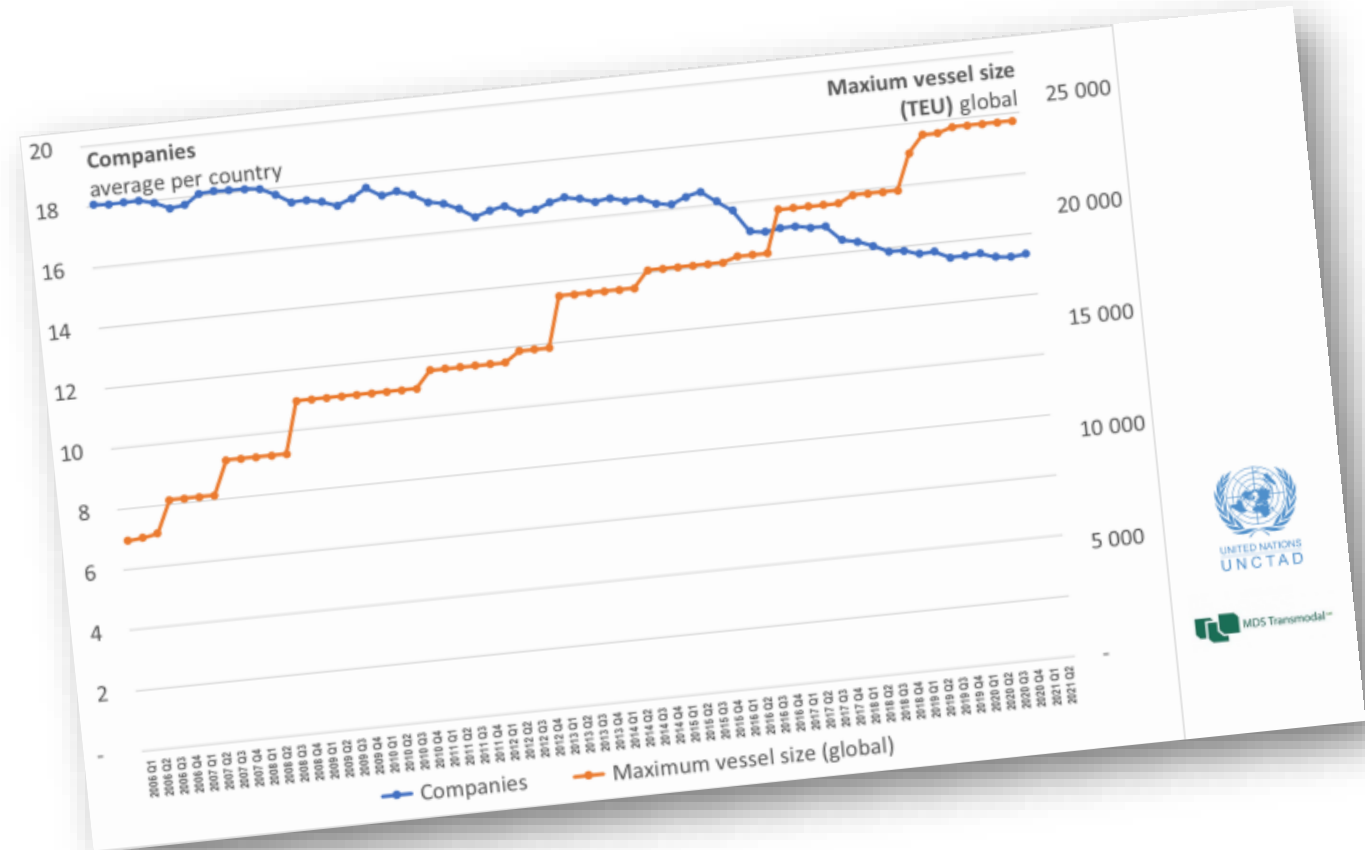


ORDERBOOK

Fuente: UNCTAD, sobre la base de datos de Clarksons Research

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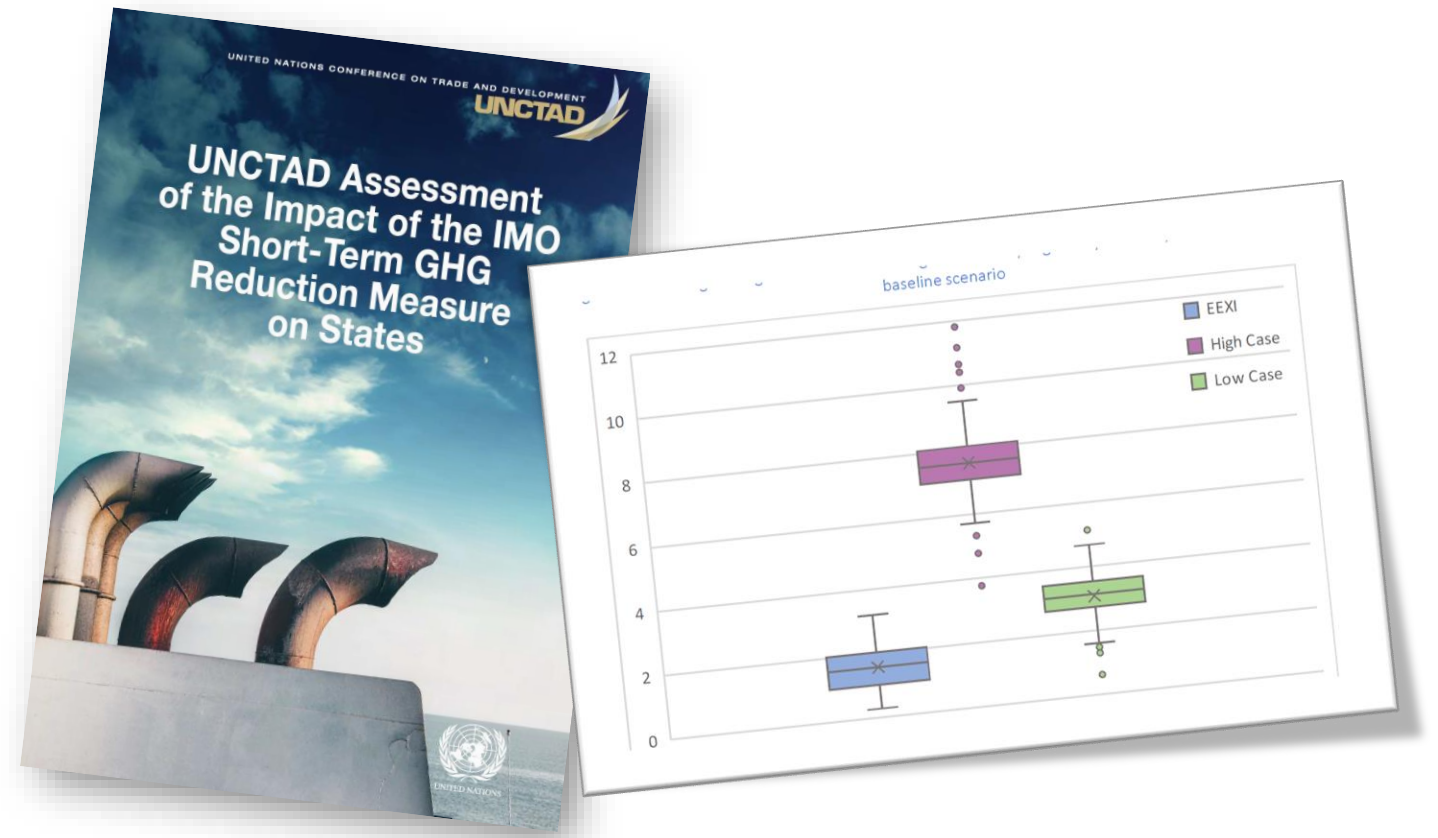


Número de empresas, y tamaño máximo de buques

Fuente: UNCTAD, sobre la base de datos de MDS Transmodal

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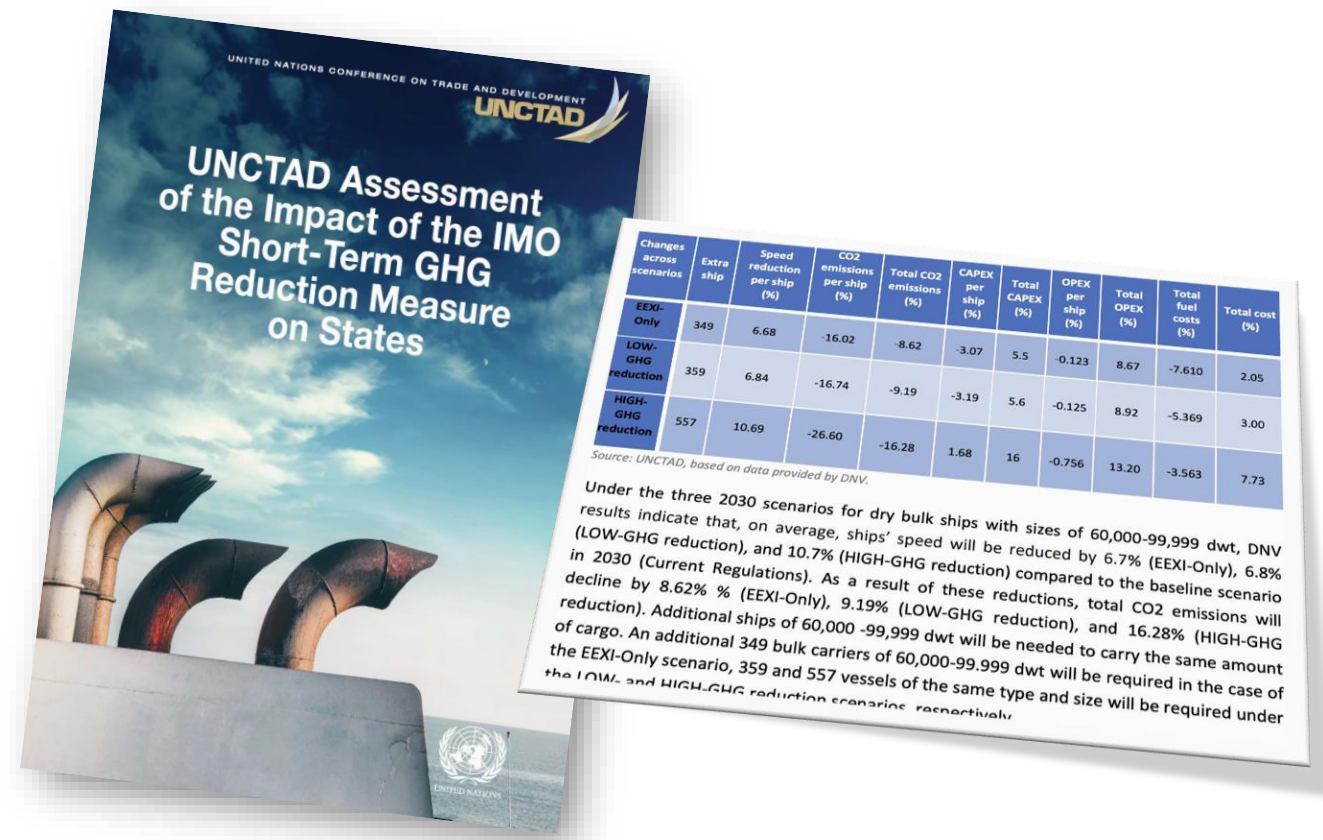


Fuente: UNCTAD estudio del impacto de medidas OMI sobre los países

<https://unctad.org/news/vulnerable-countries-need-help-adjust-carbon-cuts-maritime-transport>

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