

EXTENDED ABSTRACT

Shipping was always a pillar of Greek Economy. The Port of Piraeus is the biggest and the most significant of the Greek ports and one of the biggest around Europe. Its location makes it a hub for international trade, a focal link between the Greek islands and the mainland and a cruise center, as well.

Piraeus Port Authority S.A. (PPA) was founded in 1930 as a public entity. In 1999 was converted into a Limited Company with the Law 2688/1999 and since 2003 is listed in the Athens Exchange. Today P.P.A. S.A. employs more than 1.100 people and annually provides services to more than 24.000 ships.



View of PPA's facilities and businesses (Source:: Domosferon, 2018)

The Port of Piraeus largely comprises of 5 zones in which OLP-related business takes place:

- The Passenger Port (A' port basin): Mostly the Ferries to/from the Greek Island and the Cruise Terminals, as well as a port-fleet base, two old dry docks (graving docs) and various historic assets.

- The Commercial Port (B & C port basins): Mostly the Container Terminals and the Car Terminals, as well as the fishery port, a small RoRo berth, some general cargo berths, a small petroleum products import facility, a small grain berth and a few warehouses.
- The Ship Repair Zone at Perama (Ship Repair zone) with many small private shipyards and OLP's large shipyard with two floating docks.

The PPA offers port services on the following areas on its passenger and commercial harbors.

- Container Terminals
- Car Terminals
- Cruise Terminals
- Ferry Terminals
- Shipyards Services
- Logistics Center

Strategy is the most crucial parameter towards the fulfillment of the goals of modern ports. An efficient strategy should take into account all the criteria that influence the value of port services and its selection. Today there is a highly competitive environment, in reference with port authorities. In order to struggle with competition, port authorities, should modernize their infrastructure and upgrade the level of services. The increasing need of financing has led, in many cases globally, to the private sector. As a result, new types of management models rose.

Since 2008, PPA S.A. has been granted the areas of Piraeus Port from the Hellenic Republic for exploitation purposes through a Concession Agreement. On 2016, China COSCO Shipping Corporation Limited has purchased the high majority of shares of PPA S.A. (51% +16%) and later this year a new Concession Agreement has been signed between the Hellenic Republic and PPA S.A., focusing on the investment plan for the total concession period (ending February 2052). According to the provisions of 2016 Concession Agreement, PPA S.A. is currently conducting a Master Plan for the next 35years, which shall be updated every 5years.

The present dissertation focuses on exploring the expansion strategy of PPA and analyzing the contents of the master plan. The strategy plan focuses on four main goals, as follows (i) leading position on cruise business, (ii) south gate for commerce from China to Europe, (iii) passenger transfer within Greece and (iv) ship repair zone in East Mediterranean.

The new master plan includes the projects that will result in goals' achievement and are summing up in (6) port-marine projects, (4) civil projects and (8) additional projects.

In general, it seems the change of management and the new master plan has produced benefits not only for PPA, but for the Greek economy and society, as well. As a conclusion, the master plan seems to contribute towards an efficient strategy that will upgrade the role of the Port of Piraeus and transform it into an important global hub.