

An aerial photograph of Venice, Italy, showing the Grand Canal and the city's architecture. A large cruise ship is docked at the port. The image is semi-transparent, allowing the text to be overlaid.

# Contemporary Management In Venice

The Port

The Industrial Estate

VEGA

# Venice

An aerial photograph of Venice, Italy, showing the Grand Canal, St. Mark's Basilica, and the Campanile tower. The image is overlaid with a semi-transparent white box containing text and a list of bullet points.

- Once the centre of the world
- Christians  $\leftrightarrow$  Muslims
- Tourist hotspot: Waterfront + Architecture
- Industries!!! + Water Transport

# Drawbacks

- Heavy Industries → Severe Water Pollution
- Threatens tourism
- Balance needed!

>>>>>CONTEMPORARY MANAGEMENT<<<<<

# CONTEMPORARY MANAGEMENT

An aerial photograph of Venice, Italy, showing the Grand Canal, St. Mark's Basilica, and the Campanile tower. The image is overlaid with a semi-transparent white box containing text.

- The Port: Porto Marghera
- Industrial Estate: Murano
- Industrial reform project: VEGA



Port

# History of the port

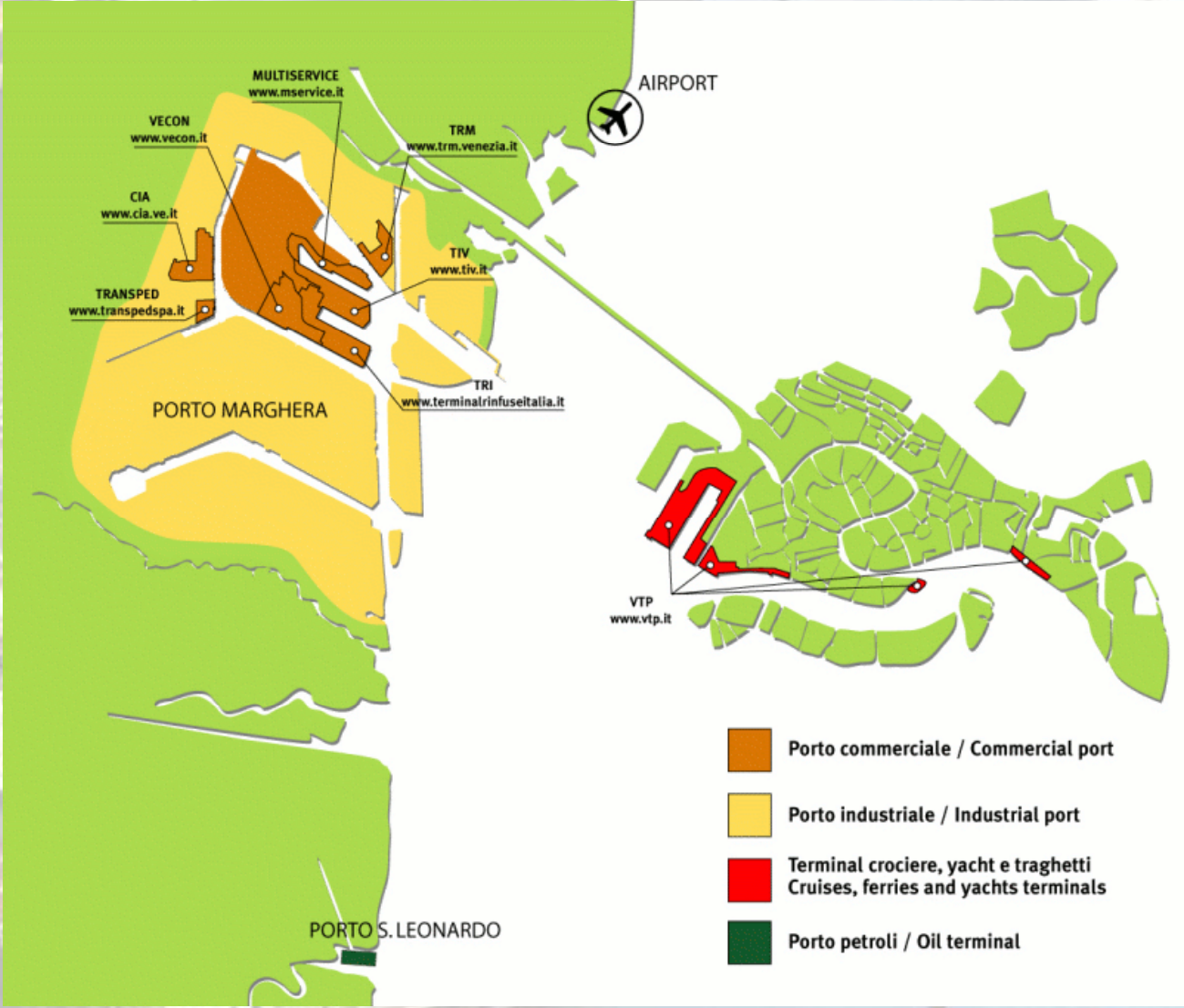
- Long history of establishment
- Since middle ages
- Important trading center in Europe
- Expanding since the Second World War




- In 1996, the Venice Port Authority was created
- Now, the port of Venice emerges to open to new technologies and innovation



# Port facilities






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- Diverse in its functions
  - No longer only focuses on the trading of goods
  - One of the busiest cruise terminals in the Mediterranean
  - Nearly 500 ship departures and 700,000 cruise passengers per year

# Geographic Advantages

- Located in the heart of Europe



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- Proximity with the airport, the Pan-European transport axes and the new European high-speed and high-capacity rail network (PP6 - Trans European Network)
  - Linking the Atlantic Ocean to the Indian Ocean and the Black Sea.

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- Act as a nodal point connecting the European continent and the Far East
  - Because:
  - Strong economic growth in the Asian world
  - ↑ trade flow between the Western World
  - Need to pass through the Suez Canal to Mediterranean in order to reach Europe

- As the port of Venice is located in a transport node, can attract shippings from Asia
- Despite the innate advantages of the port, problems emerge as the world is ever-changing



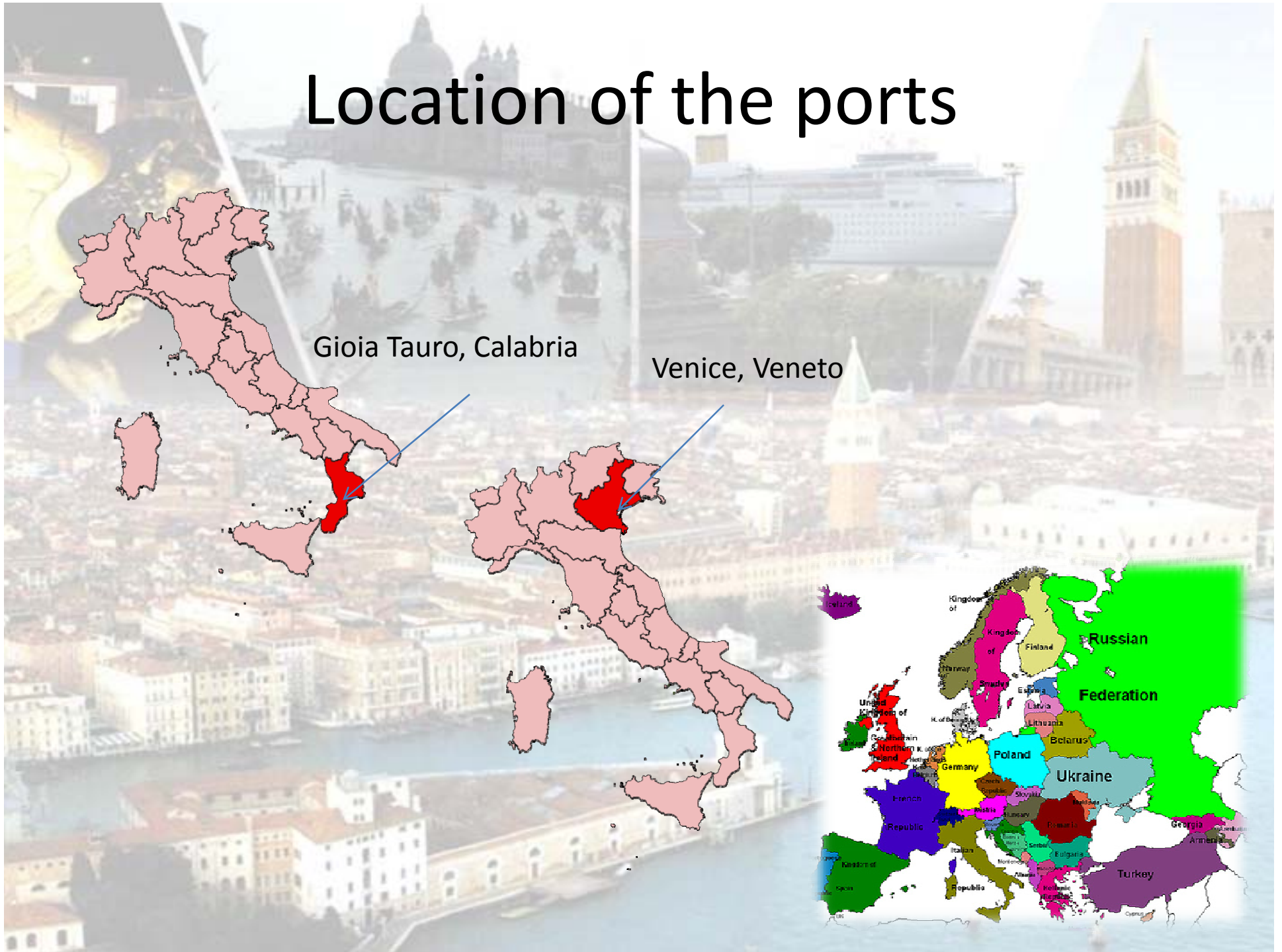
# Problem encountered

- 9% loss in total ton handled during February, 2009 with the same period in 2008
- Freights classified into
  1. liquid goods (crude oil, refined products, liquefied gas)
    - 9% growth
  2. solid goods (agricultural products, fertilizer, coal, mineral)
    - 17.5% loss
  3. containers
    - 19% loss
- Number of passengers using the port
  - 10% loss

# Root of the problems

1. Suffer from economic crisis as a whole in 2009
2. Gioia Tauro port (largest port in Italy)
  - Strategic geographic position
    - locates in Calabria province (Southern Italy)
    - the 'toe' of the peninsula
    - reach Mediterranean Sea, Atlantic Ocean and Indian Ocean
  - Extra distance to travel down Italy needed for the Port of Venice to have international connection

# Location of the ports





# Daily port activities

An aerial view of a port city, likely Venice, showing a large cruise ship docked at a pier. In the background, a prominent cathedral with a large dome is visible. The city is built on islands and connected by canals, with numerous buildings and a blue sky.

- Basic port operations
  - unloading, loading, transshipment, storing, movement of goods to and from ships
- Other operations
  - container handling, packaging, goods conditioning, cleaning of areas
- Operators
  - shipping agencies, forwarding agents, truckers, inspectors, surveyors

# Authorities in charge

1. Harbour authority of Venice
2. Commission Formation of the Port  
(Commissione Formazione)
3. C.F.L.I.  
(Consorzio Formazione Logistica Intermodale)



# Improvement in management method

- Re-organize harbour areas and upgrade infrastructures
  - link logistic system, industrial activities with the port
- Develop local and regional transport connections (freeways and railway with surrounding and rest of Europe)
  - ship cargo to inland cities with ease and in low cost
- Cut costs in running the port
- Widen port trades with more nations
  - more opportunities, easier to increase capacity

# Improvement in management method

- Safety and security
  - report any risks in operation
  - provide aids when needed
- Training courses
  - professional courses for up-to-date technology knowledge
  - special training courses for unemployed people who wish to enter port job market

# Conclusion

- Enjoys certain degree of geographic position advantage and international relationship
- Not enough to keep capacity and compete with other ports in the region
- Better plan and management strategy is needed



# Industrial Estate



# Introduction

- Industry is indicator of a city's development
- Understanding industrial development  
→ understand the economy of a city
- The history of industrial development reflects the change of city's morphology



# Contemporary History of Venice Industry

- Venice is not only famous for its beautiful waterfront and architecture
- Venice is also renowned for its rapid **industrial development**





# Rise of Venetian Industry

- Industrial development started at the beginning of the 20<sup>th</sup> century
- In 1917, 1<sup>st</sup> industrial estate was built in the Porto Marghera
- Iron and metallurgical industries dominated
- Extensive internal and external water transport network is the advantage
- e.g. Canals

# Rise of Venetian Industry

- In the beginning of the 60s, 2<sup>nd</sup> industrial development was built to satisfy demand
- Chemical , petrochemical, oil refineries emerged
- Venice became one of the largest industrial hubs in Europe



# Rise of Venetian Industry

- The 3<sup>rd</sup> industrial estate was proposed to be built after the 1960s
- To maximize industrial incomes
- Golden chance for emerging the advantages
- Finally, it was not built due to pollution

# Decline of Venice Industry

- Pollution alarmed the industrial development direction
- Serious air and water pollution → high cost to the environment
- Heavy metals
- Over-extraction of underground water
- Change of strategies

# Decline of Venice Industry

- Competition from Asian countries
- Cheap labour, low land rent, large potential market, etc..
- Industries → Asia
- Economic crisis between the 70s and 80s worsened the situation
- Decline since the 70s, esp. chemical and petrochemical industry

# New Industrial Era in Venice

An aerial photograph of Venice, Italy, showing the Grand Canal and the St Mark's Basilica. The image is semi-transparent, allowing the text to be overlaid. The text is in a bold, black, sans-serif font. The background shows the dense architecture of the city and the blue water of the canal.

- To deal with serious pollution
- Low-polluting, environmental friendly technologies
- Not only mitigate pollution but also increase future sustainability

# New Industrial Era in Venice

- Develop Research & Development (R&D)
- Specialization emerges in Venetian industry
- Focus on research aspect : linkage between industries and universities + research companies
- Coming up new ideas and information on production processes and products → support decision-making

# New Industrial Era in Venice

- Internationalization → increase competitiveness
- Attract international agencies and companies
- the collaboration of Intellectual Property and the Europe Patent Office
- VEGA → developed as a world research center



# VEGA



# Background information

- First scientific-technology park
- City of technological innovation and research
- New European model of environmental rehabilitation
- Redevelop old industrial area



# Location: heart of the North-East of Italy



An aerial photograph of Venice, Italy, showing the Grand Canal, St. Mark's Basilica, and the Campanile di San Marco. The image is semi-transparent, allowing text to be overlaid.

# Aims/ missions

- Regeneration process of the industrial area of Porto Marghera
- Develop activities linked to centers which generate innovation
- Transfer new technology to production processes
- Generate employment opportunities

# Aims / missions

- Environmental requalification and the urban regeneration
- Industrial rehabilitation and the technological transfer
- Promotion and support of new innovative firms

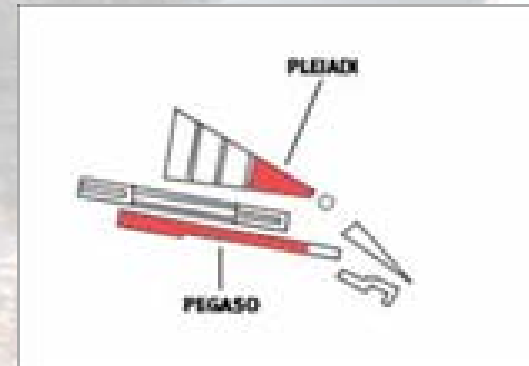


# 4 phases of development

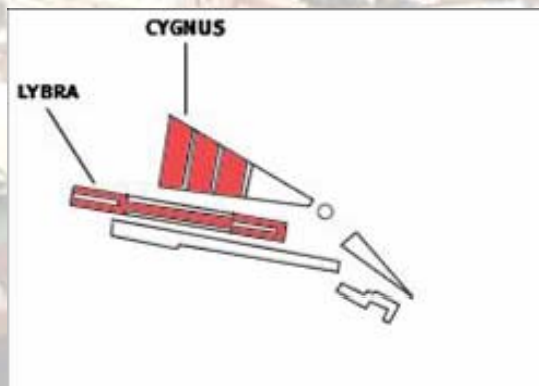
- Phase 1: 1993-1995



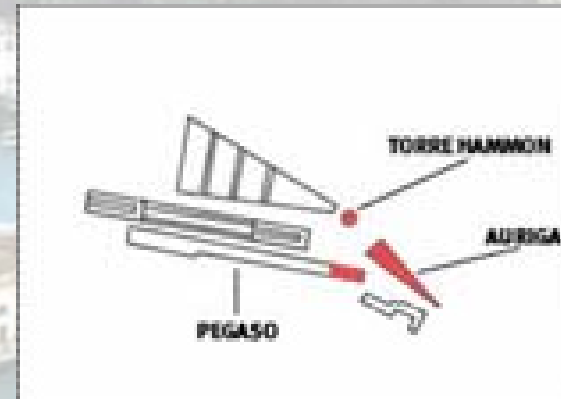
- Phase 2: 1994-1996



- Phase 3: 1997-1999



- Phase 4: 2000-2004



# 4 areas of development



Area 1: Business districts, retail & leisure, residences, logistics hubs.

Area 2: Host high-technology enterprises, laboratories, skilled training

Area 3 : Productive and specialized activities / services

Area 4 : Social meeting point, green spaces

# Different sectors in VEGA

- Operates in various sectors with strong integration
  1. Nanotechnology
  2. Information communication technology and digital mediate
  3. Cultural heritage
  4. Environmental technology
  5. Training and education



# Different sectors in VEGA

## Nanotechnology

- One of the first European nanotechnology laboratories
- Promote interaction between the nanotechnology and business communities



# Different sectors in VEGA

## Information Communication Technology and Digital Mediate

- Utilize skills and high qualified personnel
- Introduce and develop information communication technology solution for industrial field and the tertiary



# Different sectors in VEGA

## Cultural heritage

- Offer technologies and services for cultural heritage
- Provide restoration and conservation of both local and international cultural heritage
- Organize and promote conferences, workshops and integrated support activities



# Different sectors in VEGA

## Environmental technology

- Land remediation: rehabilitate the industrial area of Porto Marghera
- Environmental impact assessment
- Waste management: treatment and disposal of liquid wastes
- Greenhouse gas emissions and pollution reduction
- Development of renewable and clean energies
- Achievement of certification of Environmental-Quality Management System



# Different sectors in VEGA

## Training and education

- Provide a variety of education offers for students and companies
- Master degree, workshops, internship, and tailored courses are available



# Summary

- A work of recovery and re-conversion of unused industrial areas
  - An integrated holistic way
  - Facilitates interaction between various stakeholders
- Create partnerships between companies in different sectors as coherent organisation
- Private stockholders bring knowledge and financial support, and public administrations guarantee political support


# Summary

- Cultural perspective: enhance restoration and conservation of cultural heritage
- Environmental : redevelop the old polluted industrial areas with preventive measures
- Economic : provide training and education opportunities and new employment , prevent companies from locating outside Venice, and attract overseas investment
- Maintain the competitiveness and economic, cultural and social growth of Venice

An aerial photograph of Venice, Italy, showing the Grand Canal and the city's architecture. The image is split horizontally, with the top half being a dark, inverted reflection of the bottom half. The word "Reflection" is centered in the middle of the image. The bottom half shows the real city with the Campanile di San Marco, the Basilica di San Marco, and the Grand Canal. The top half shows a mirrored, dark version of these elements.

# Reflection



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- An aerial view of Venice, Italy, showing the Grand Canal and the St Mark's Campanile tower. A large cruise ship is docked at the Grand Canal. A large, golden, abstract sculpture is overlaid on the left side of the image. The text is overlaid on the image.
- The development of Venice is in fact quite similar to Hong Kong
    - being an important port
    - heavy pollution
    - facing keen competition from surrounding areas
  - To cope with the odds:
    - Venetian government has initiated the VEGA project



Implies that:

Change in contemporary  
management for  
sustainability is certainly  
needed in any modern  
cities

This may be what Hong Kong should learn to maintain as  
an Asia world city

An aerial photograph of Venice, Italy, showing the Grand Canal and the city's architecture. A large cruise ship is docked at the Grand Canal. The text "THE END" is overlaid in large, blue, 3D letters. The background is semi-transparent, showing a collage of images including a golden lion, a dome, and a tower.

**THE END**