

## Special issue

### Skills and competences in maritime logistics: managerial and organizational emerging issues for human resources

#### Special Editors

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Historically, personnel is recognized as one of the most critical issue within service industries such as transport, ports and shipping. From a firm's perspective, this originates from two fundamental dimensions: i) human resources largely contribute to the overall quality of the service provided and thus impact the value created and distributed to clients; ii) personnel costs, traditionally, represent one of the key expenses in firms' costs structure, despite the differences across various sub-sectors.

In particular, the maritime logistics industry presents special challenges in managing human resources, due to organizational complexities as well as difficulties in preserving high quality service standards which, in turn, are combined with the unique characteristics of the sector, such as its capital intensive nature.

In this vein, despite the progressive shift towards the capital-intensive paradigm, the human factor is still considered as one of most valuable assets in both the shipping and port domains. Crew management and port labor (including dockers, crane drivers and harbor pilots) are expected to shape the success of shipping companies and terminal operators, respectively, as the management of human resources is demonstrated to affect the quality, reliability and flexibility of shipping and port services.

Although some studies have addressed major drivers shaping the causal relation between labor in maritime logistics and firms' competitiveness, a number of rooms for further investigations still exists. In this vein, the evolutionary patterns of both hard/soft skills and competences developed within these industries as well as the cross-fertilization opportunities emerging among them are rather neglected by scholars in managerial and organizational studies.

This special issue, originating from the Project “Second Life - Seafarers work and live better having alternatives of a future job ashore”, commissioned by The ITF Seafarers' Trust (London, UK) and coordinated by CIELI (University of Genoa, Italy) tries to fill the gap by addressing the career opportunities of former seafarers within the maritime cluster industry.

Relatedly, the potential prospect of a satisfactory job ashore at the end of the career as seafarer, when the worker abandons seagoing before the retirement age, emerges a key driver for his/her decision to undertake this job carrier. Empirical evidence suggests that seafarers show a higher labour productivity and conduct a more human and satisfactory life when they hold in mind viable alternative job opportunities ashore, after leaving their position as a seafarer. This is particularly true when a new good position ashore is available due to skills and competences developed in the seafarer's professional experience.

Nevertheless, prior studies have neglected this topic and consequently a systematic body of knowledge on ex-seafarers' professional opportunities ashore is missing. A deeper understanding of this labour market would enable to bridge this gap and to reduce current barriers that affect the match between supply and demand.

This special issue aims to investigate both the demand and supply sides of the maritime labour market and to pave the way for advancing the academic and practical knowledge on hard/soft skills and competences held by former seafarers, which could be valuable for obtaining potential alternative professional profiles ashore.

Emerging issues related to innovation and technological developments affecting the industry, which include among other the progressive digitalization of both shipping and port businesses (autonomous ships, automated terminals, blockchain technologies, etc.), further fuel the need for evaluating major implications for workers and human resources managers involved in these deep changes.

The organizers are looking for original and innovative contributions that both are grounded on theory or propose practical approaches to the assessment of the topic, in order to contribute to the debate on human resources management, skills and competences development and job creation in the maritime logistics domain.

***Interested contributors are kindly asked to submit an abstract to the Editor of “ImpresaProgetto - Electronic Journal of Management”, sending it at [redazione@impresaprogetto.it](mailto:redazione@impresaprogetto.it) by 5.03.2019.***

The abstract should be limited to 250 words and the document is expected to include from three to five keywords. The abstracts need to include the name of the authors and the belonging institutions. Notification of acceptance will be communicated by the 15.03.2019. The full paper submission is fixed for 15.05.2019. Both the abstracts and the full papers will be subject to double blind review. The final notification of

acceptance of the full paper is attended for 15.07.2019. The special issue publication will take place on 15.09.2019.

The full paper is requested to be compliant with the Journal' guide lines and templates which are available at the following link.

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### **Tentative topics**

- Regulation for shipping and port labour.
- The equilibrium in maritime logistics demand & supply.
- Analysis of the major features characterizing the seafarers' labour market: regional and cross-country empirical investigations.
- Professional profiles onboard and ashore: traditional roles and emerging issues
- Hard/soft skills & competences for labour in the maritime and port cluster.
- Managing human resources in maritime logistics business: opportunities and challenges.
- The role of personnel in the maritime industry: implications for customer satisfaction and service quality.
- Carrier patterns within the maritime logistics industry: theory and practice.
- Supporting the mobility from seagoing to jobs ashore: public and private employment services and training agencies.
- The role of Universities in fostering maritime knowledge and maritime cluster.
- The impact of innovation and emerging technologies in shipping and port-related business.
- The autonomous ships: implication for seafarers and port-related workers.
- The digitalization of the shipping and port industries: emerging issues for managers and workers.

**Keywords:** maritime logistics; human resources; shipping; ports; crew; skills; competences