

IPCSA

International Port
Community Systems
Association



Kale Logistics

Technology that Transforms

IPCSA Foresight workshop in Dubai



CONTENT

THE PUSH OF THE PRESENT, THE PULL OF THE FUTURE, THE WEIGHT OF HISTORY – WHAT DOES IT ALL MEAN FOR THE FUTURE OF DATA EXCHANGE IN GLOBAL TRADE AND, SPECIFICALLY, FOR PORT COMMUNITY SYSTEMS AND SINGLE WINDOWS	3
DAY 1 "THE PUSH OF THE PRESENT, THE PULL OF THE FUTURE, AND THE WEIGHT OF HISTORY"	4
Group A "PUSH of the Present, PULL of the Future, and WEIGHT of the History" presented by Riasat Ali, Group IT Services Manager at Rak Ports, UAE	5
Group B "PUSH of the Present, PULL of the Future and WEIGHT of the History" presented by Vineet Malhotra, Co Founder and Director at Kale Logistics Solutions	7
Group C "PUSH of the Present, PULL of the Future, and WEIGHT of the History" , presented by Stephanie van den Berg, Strategy & Innovation Lead Sustainability at Portbase, Netherlands	8
DAY 2 "IDENTIFICATION OF CRITICAL UNCERTAINTIES AND ISSUES"	10
Group A "Discussion on critical uncertainties and issues"	10
In depth	11
Group B "Discussion on critical uncertainties and issues"	13
In depths	13
Group C "Discussion on critical uncertainties and issues"	15
In depth	15
Discussion on high-impact, high-uncertainty issues	17
Group C "Three polarities related to high-impact and high-uncertainty issues"	22
Group B "Three polarities related to high-impact and high-uncertainty issues"	23
Group A "Three polarities related to high-impact and high-uncertainty issues"	23
FORESIGHT DUBAI WORKSHOP FINAL REMARKS	25

The push of the present, the pull of the future, the weight of history – what does it all mean for the future of data exchange in global trade and, specifically, for Port Community Systems and Single Windows



Members of the International Port Community Systems Association, along with a diverse group of external experts, engaged in meaningful conversations during the first of three regional workshops as part of an ambitious Foresight initiative.

This initiative aims to explore the future landscape of Port Community Systems (PCS) and Single Windows (SW), with a vision extending to the year 2040.

Through this collaborative effort, the goal is to assess potential future scenarios and develop a framework that will guide member organizations in the years ahead.

The inaugural two-day workshop took place in Dubai, generously sponsored by IPCSA member Kale Logistics Solutions. The sessions were centered around understanding the dynamics of

change, identifying critical issues, and evaluating high-impact uncertainties.

Facilitator Will Sambrook from Akenham opened the discussions by emphasizing the importance of exploration and preparation:

"We cannot predict the future, but we can explore, anticipate, and prepare. We certainly can't predict the future of PCS and SW. Instead, we have to think about what futures might exist, then we can think about what role PCS operators might play in those scenarios."

Day 1 "The Push of the Present, the Pull of the Future, and the WEIGHT of History"



The IPCSA Foresight workshop in Dubai, sponsored by Kale Logistics Solutions, delves into the dynamics of change within the industry through the lens of three themes: the PUSH of the Present, the PULL of the Future, and the WEIGHT of History. Will Sambrook, an expert in Organizational Development and the workshop moderator, introduces these crucial topics for group discussion.

In examining the PUSH of the Present, participants consider the current trends shaping the industry landscape. Questions arise about what forces are driving change forward, as well as the speed and nature of these changes. Cyber risks are highlighted as a significant concern, alongside the rapid pace of technological advancements, which often outstrip human adaptability. The importance of green energy initiatives is underscored as the world continues to grapple with environmental challenges.

Following Will Sambrook's initial explanation of the general context and the working method, the participants delved

deeper into the 'Copenhagen Strategic Foresight' methodology. This approach, developed by the esteemed Copenhagen Institute for Futures Studies, provides a structured framework for exploring future possibilities. The method emphasises the importance of understanding complex environments and leveraging strategic insights to navigate future uncertainties.

The PULL of the Future looks ahead to potential developments.

Participants are encouraged to think like futurists, identifying novel signals and trends that might influence the Future of Global Trade and the industry by 2040.

Discussions focus on the Future of Global Trade, aspirations of powerful global actors, the role of AI and its ethical implications, and the evolution of the green economy. Speculation about advanced technologies, such as teleportation and the Hyperloop, prompts consideration of how these might transform transportation and logistics.

Addressing the WEIGHT of History, the conversation shifts to the barriers that hinder change. Legacy systems and ingrained cultural norms are seen as major obstacles, along with international standards that are slow to evolve. Participants note the need for more agile systems that can adapt to the fast-paced modern world.

Group A "PUSH of the Present, PULL of the Future, and WEIGHT of the History" presented by Riasat Ali, Group IT Services Manager at Rak Ports, UAE

(Riasat Ali/RAK Ports, Javier Gallardo/Portic, Youssef Ahouzi/Portnet, Stéphane Gaudechon/Bureau veritas, Magdalena Rzeczowska/Federation of Polish Entrepreneurs)



Historically, political trust, which is being referred to as zero trust, has been a significant concern. The economic environment appears risky, and there is a noted resistance to change among historically minded individuals. Legacy systems are seen as hindrances from the past, and historically, not much has been done to improve the environment, which also stalls progress. Additionally, international standards are slow to adapt, with some taking up to 10 years to change, highlighting a need for more agility.

In the present, there is a sense of urgency driven by various risks, including deglobalization and localization trends, where there is a focus on local production. Economic resources, natural skills, and skill gaps are also prominent issues. The rapid pace of technological advancement is a challenge, as legacy systems cannot be replaced overnight. Cyber risks represent significant threats, and the speed of technological change necessitates adjustments that are

sometimes difficult to manage. The skills gap is a pressing concern that needs urgent addressing. Green energy initiatives are gaining traction, though over-regulation can be a barrier. Looking to the future, questions of trust emerge, particularly regarding the green economy and regional shifts to local economies. The potential for AI to control many aspects of life raises ethical considerations. There are also concerns about future pandemics and health crises. Future legislation will need to adapt to new technologies, and global regulations should balance the interests of countries and the international business community. Finally, there is curiosity about whether teleportation could be achieved by 2040, especially considering advancements like the Hyperloop, and how such technology might transform transportation and logistics.

Foresight group brought forth several perspectives on the ongoing debate around standardization and harmonization in the maritime and port sectors.



Uwe Liebschner, the IPCSA Foresight Lead, raised a provocative question about why the industry continues to focus on achieving a single harmonized standard, given that this conversation has spanned over a decade without significant resolution. He suggested a shift towards utilizing technology to accept and work with existing diverse standards and data formats, rather than expending time on harmonization debates.

Stephane Gaudechon Vice-President at Government Services Bureau Veritas echoed similar sentiments, questioning the trust in upcoming regulations and suggesting that outcomes often remain unchanged despite new regulatory efforts.

Riasat Ali, Group IT Services Manager at Rak Ports shared an example from the cybersecurity domain where, in the absence of formalized guidelines, adhering to ISO standards provided a necessary framework, illustrating the importance of having a formalised guideline to follow even if it's not the latest.

Mona Swoboda Program Manager at Organization of American States(OAS) Inter-American Committee on Ports highlighted the disparities in regulatory readiness, particularly in the global South, and emphasised the need for local initiatives that go beyond the



minimum requirements of outdated regulations like the ISPS code. She called for proactive actions rather than waiting for formal regulations to catch up.

Will Sambrook, an expert in Organizational Development and the workshop moderator addressed the tension between standardization and regionalisation, and the balance between competition and collaboration, questioning ***whether the industry will move towards more informal practices or continue to rely on regionalisation formal regulations.***

Group B "PUSH of the Present, PULL of the Future and WEIGHT of the History" presented by Vineet Malhotra, Co Founder and Director at Kale Logistics Solutions

(Vineet Malhotra/Kale Logistics Solution, Mona Swoboda/Organization of American States(OAS) Inter-American Committee on Ports, Ivano di Santo/Port of Trieste, Warsama Guirreh/Djibouti PCS)



As we navigate the evolving landscape of global politics and trade, we find ourselves at a crossroads between maintaining the status quo and embracing change. The world order, once stable and predictable, is now experiencing shifts in nationalism, globalization, and isolationism. These trends are reshaping our understanding of global trade and trust in governments, suggesting that trade blocs may evolve or recreate themselves in response.

From a political standpoint, the role of institutions is also undergoing transformation. Historically, both global and national institutions played pivotal roles in regulating trade. Organizations like the World Trade Organization and the World Customs Organization have been instrumental in facilitating trade, yet their roles are evolving. They are progressively adapting to future demands, suggesting that their historical significance may not remain unchanged. The perception of customs as a hindrance is likely to shift as well,

signaling a broader institutional change.

Economically, the issue of capacity is paramount. For future progress, financial, technical, and human resource capacities must be developed. Although there are improvements, they are not yet sufficient. The advent of technology is enhancing technical capacity, a trend that is expected to continue, potentially transforming capacity from a constraint to an enabler.

Societally, resistance to change is a natural human tendency, despite our verbal advocacy for transformation. Social media plays a significant role in this dynamic, influencing societal perceptions and behaviors. As we move forward, understanding and addressing these multifaceted changes will be crucial for navigating the future.

Lastly, on legal regulations, we acknowledge the historical presence of regulations, but need to be ready for their future trajectory, considering potential challenges.



Group C "PUSH of the Present, PULL of the Future, and WEIGHT of the History" , presented by Stephanie van den Berg, Strategy & Innovation | Lead Sustainability at Portbase, Netherlands

(Stephanie van den Berg/Portbase, Nico De Cauwer/IPCSA, Said Said/Dubai Trade, Alexandre Sanchez/Valencia Port, Julien Cunze/Maqa Gateway)



When examining the historical aspect, we recognise the constraints posed by antiquated laws and regulations, which hinder innovation and progress. Additionally, national pride can sometimes obstruct effective collaboration. The traditional economic growth model also acts as a barrier to sustainability and resilience, as noted by Mona Swoboda.

In terms of societal dynamics, there is an evident disparity in access to resources and technologies, which creates inequity. Our discussion also highlighted concerns regarding the future workforce's capacity to adapt over the next 15 years.

As we shift to the present, we acknowledge the world's current state of volatility, marked by crises and complexities like wars and supply chain dependencies, particularly in critical materials like chips for electric vehicles. To advance sustainability, we must address these dependencies and explore the dual role of IT—both as a

tool for greening processes and as a consumer of energy. The role of AI is similarly complex, offering potential advancements while raising ethical and energy consumption concerns. Establishing legislation and ethical frameworks for AI is crucial.

Looking towards the future, we advocate for a new economic model centered on sustainable growth achievable through collective effort. Alexandre Sanchez, Port Community System Manager at Valencia Port, contributed an insightful perspective on the driving forces behind data management. Environmental impacts, especially those related to climate change, will be significant, with resilience being a key focus. From a Barbadian viewpoint, natural disasters such as hurricanes and storms underscore the urgency of addressing these challenges.

In final remarks, Uwe Liebschner, Foresight Lead at IPCSA expressed skepticism about the concept of improvement, suggesting that change might not always equate to being better, but rather different. He shared a personal anecdote, noting that the perception of improvement can be subjective and vary based on individual perspectives.



Vineet Malhotra, Co Founder and Director at Kale Logistics Solutions acknowledged the challenge of measuring improvement but expressed optimism that changes could lead to better outcomes.

Stéphane Gaudechon, Vice-President at Government Services Bureau Veritas added that discussions about improvement are subjective and depend on individual viewpoints. He humorously suggested that while some see progress as positive, others may view the past more favorably.

Riasat Ali, Group IT Services Manager at Rak Ports emphasised the importance of understanding one's baseline, as what might be seen as improvement for one person or nation could be a starting point for another. He suggested that different perspectives might still lead to improvements.

Nico De Cauwer, Secretary General at IPCSA indicated that while technology may change, it might not always be perceived as better. He used the example of economic growth and CO2 reduction as potential indicators of improvement, contingent on one's baseline.

Mona Swoboda, Program Manager at Organization of American States (OAS)



Inter-American Committee on Ports stressed the importance of identifying issues before aiming for improvement, emphasising the need to understand the baseline and consider whose voices are involved in decision-making.

Rommel Edwards, Manager, Digital Innovation and Development at Barbados Port highlighted the subjectivity in measuring improvement and suggested that setting standards and measuring conformity could provide a more objective assessment of progress.

Day 2 “Identification of critical uncertainties and issues”

Group A “Discussion on critical uncertainties and issues”

(Mona Swoboda/Organization of American States(OAS) Inter-American Committee on Ports, Stéphane Gaudechon/Bureau Veritas, Alexandre Sanchez/Valencia Port, Nico De Cauwer/IPCSA)

Comprehensive discussion on critical uncertainties and issues presented by Group A delved into the multifaceted concept of fragmentation across various dimensions, including the global order, institutional structures, and cultural landscapes. Although fragmentation is frequently perceived negatively due to its potential to disrupt established systems, it can also unveil opportunities for innovation and improvement. For instance, the decentralization and dissemination of information, if harnessed effectively, can significantly enhance the efficiency and resilience of supply chains. Organizations that can adeptly integrate fragmented data from multiple sources may find themselves at a strategic advantage, leading to more agile and responsive operations.

Another pivotal theme group explored was that of trust, which plays a crucial role in shaping our industry. Trust in data integrity, regulatory bodies, institutional frameworks, technological advancements, policy-making, and governance structures remains a variable and uncertain factor. The trajectory of global trust is ambiguous, with possibilities ranging from a gradual increase in trust levels to the potential dominance of a zero-trust paradigm, where skepticism and verification become the norm.

The interests of various institutional stakeholders, including lobbyists, technology firms, and governmental entities, also emerged as a significant force. The negotiation, alignment, and sometimes clash of these interests can lead to profound impacts on industry dynamics. The intricate interplay between trust and stakeholder interests results in a complex landscape with diverse outcomes varying across different geographical regions.



In exploration of critical uncertainties and issues, group identified a significant trend: the growing distrust of global governments and institutions by citizens worldwide. This phenomenon isn't confined to non-developed countries but is increasingly evident even in developed regions. Trust, or the lack thereof, is emerging as a crucial trend that warrants our focus.

Regulation and policy were identified as interconnected yet distinct influences. While regulatory measures may not always exert a deep impact on global trade dynamics, policies such as import tariffs can wield substantial influence. Despite the challenges posed by fragmentation, there exists the potential for regional or even international regulatory frameworks, exemplified by initiatives like the African Continental Free Trade Area, which seeks to harmonize trade regulations across the continent.

Climate change resilience is another critical issue affecting trade routes and actor positioning, with noticeable impacts in both the global south and north. Cyber threats are recognized as a certainty, with ongoing efforts to establish guidelines to mitigate risks. Technological innovation sparked lively debates regarding its future impact on global trade, with some considering its current influence as manageable.

The discussion also touched on whether technological advancements over the next decade will significantly alter the global trade landscape compared to today. The overarching themes identified include fragmentation, trust, regulation, policy, resources, resilience, cyber threats, technological innovation, and institutional interests.

In depth

Mona Swoboda: “As we delve into the identification of critical uncertainties and issues, it’s clear that our discussions have been quite philosophical, enriched by the diverse perspectives within our team. **One major topic we’ve focused on is fragmentation. This fragmentation manifests in various forms, including cultural, institutional, and policy fragmentation. We recognize that it already significantly impacts our industry and is likely to continue doing so. Interestingly, while fragmentation can pose challenges, it also presents opportunities for positive outcomes, such as the fragmentation of information.**”

Uwe Liebschner added that the decentralized nature of information could be advantageous. Instead of relying on a single entity to centralize and manage information, having multiple players involved can simplify processes and enhance the supply chain. This fragmentation allows businesses like PCS or single window operators to thrive by offering services that bridge these gaps, even as we move toward harmonization.

Mona Swoboda continued: “Our discussions also touched upon the theme of trust—trust in data, regulators, institutions, systems, and technologies. The level of trust can have both positive and negative impacts. We are certain that trust, or the lack thereof, is an issue, but its exact impact remains uncertain.”

Stephane Gaudechon contributed to the dialogue by emphasizing the significant role trust plays in our industry. Trust, or mistrust, varies across different parts of the world and different institutions. This

Overall, group discussion underscored that while certain trends within the industry are predictable, others remain shrouded in uncertainty yet hold the potential for significant impact. Addressing these uncertainties necessitates a strategic focus and proactive engagement, given their capacity to shape the future trajectory of our industry.



variability presents both challenges and opportunities. For instance, some parts of the world have lost faith in institutions like the WTO, which is perceived as ineffective by certain groups, leading to a reluctance to engage with such entities.

Javier Gallardo raised an important point about understanding trust as a global concept or as tending towards a zero-trust model. **In today’s landscape, especially regarding security and communication, there’s a shift towards establishing a zero-trust approach, where trust must be continuously verified rather than assumed.**

Nico De Cauwer added that while we have acknowledged the current lack of trust, projecting its trajectory into the future remains challenging. The scale of trust’s impact is still uncertain, reflecting the broader uncertainties we’ve discussed.

Mona Swoboda highlighted that these issues are interconnected, influencing each other in various ways. Among the concerns identified is the matter of institutional interests, where key players and stakeholders, such as lobbyists, technology companies, governments, and international organizations, play significant roles. The intricate relationship between trust and interests is evident, as the way these stakeholders negotiate and assert their interests has a substantial impact.

Javier Gallardo brought forward the notion of transitioning to a zero-trust model, indicating the vast differences between this and a trust model.

Uwe Liebschner emphasized the importance of distinguishing between certain and uncertain impacts, suggesting that the strategy should focus on high-impact uncertainties rather than those already addressed with existing measures. The discussion highlighted the critical nature of trust, placing it at the intersection of significant impact and uncertainty.

Stéphane Gaudechon elaborated on a notable trend: the growing distrust among citizens worldwide towards their governments and institutions, regardless of whether they are in developed or developing nations. This trend is crucial and demands attention.

Mona Swoboda noted the need to differentiate between regulation and policy, with Nico De Cauwer adding that policies like import tariffs tend to have a higher impact than regulations. The conversation suggested that while regulations from bodies like the WCO are

present, policies often wield greater influence on global trade dynamics.

Stéphane Gaudechon continued by pointing out the potential for emerging regional and continental regulations, such as the AFCFTA in Africa, which could pave the way for more unified governance structures. Uwe Liebschner mentioned the IMO's shift from recommending to enforcing member compliance, marking a significant change in how these bodies operate.

Mona Swoboda continued to express uncertainty about the future, acknowledging the identification of critical issues and the use of broad terms when discussing resources. This encompasses financial, technical, material, and human resources, focusing on their availability, distribution, and access. Resilience, particularly in the context of climate change, is highlighted as a significant issue that will impact trade routes and the positioning of trade actors globally, with noticeable effects in the global north.

The discussion also touched on the cyber threat, a high-impact issue with certain implications. Despite numerous cyber guidelines emerging, critical players are actively addressing these concerns. Technological innovation sparked a lively debate in the group, questioning its potential high impact.

Stéphane Gaudechon reflected on moving forward, questioning whether current technological advancements are manageable. There is a consideration of whether innovation might be advancing too quickly, particularly in areas like AI, potentially necessitating a slowdown to effectively manage this evolution.

Nico De Cauwer questioned whether technological innovation today will have the same impact in the next decade, especially regarding global trade. There is a suggestion that its impact might be lower because it is already integrated into current business practices.

Will Sambrook summarised ***the main themes discussed: fragmentation, trust, regulation, policy, resource resilience, cyber threats, technological innovation, and institutional interests.***



Group B “Discussion on critical uncertainties and issues”

(Magdalena Rzeczowska/Federation of Polish Entrepreneurs, Rommel Edwards/Port of Barbados, Vineet Malhotra/Kale Logistics Solutions, Riasat Ali/RAK ports, Youssef Ahouzi/Portnet).

In examining potential issues looking towards 2040, Group B categorised them by their impact levels: low, medium, and high. Current uncertainties in these issues may eventually be resolved, significantly influencing future strategies. **While regulations continue to evolve, governments and legal systems play a crucial stabilizing role. Short-term challenges are seen as necessary facilitators for long-term trade stability and conflict prevention. Although regulatory impacts on climate change and ESG remain inconsistent globally, they are vital for future progress. Demographic changes also play a pivotal role in influencing productivity.**

As digital integration increases, cybersecurity becomes ever more critical due to the rise in threats. The unpredictability of past events, such as COVID-19, underscores the need for vigilance, while climate change, though still a subject of debate, is expected to reach a consensus by 2040. The broader impacts of climate change on trade routes and resources are evident, as exemplified by droughts affecting the Panama Canal.

The discussion also highlighted the potential of melting ice caps to open new trade routes, which could significantly impact global trade,

In depth

Vineet Malhotra continued the momentum of Group B's presentation by delving into the critical uncertainties and issues, taking cues from recent discussions. The goal was to sustain the progress made in our previous day's activities. The presentation commenced with an examination of efforts by groups like ABC, with a particular emphasis on the pesto project. "By pinpointing key elements, we are able to expand our



although uncertainties remain. Short-term factors such as the Panama Canal's condition and rising sea levels, including hurricane damage, demand preparedness. The group emphasised the rapid increase in hurricane frequency and their associated economic challenges.

Global trade complexities were discussed, particularly the stable nature of conflicts yet significant political-economic-trade interactions. The emergence of digital currencies adds another layer of complexity, with potential reserves projected at 1% to meet economic demands. **A shift in the global economy is noted, with governance and data ownership as key areas of debate. Rapid technological advancements present both challenges and opportunities, influencing economic landscapes.**

collective understanding. Our method remains organized, as we categorize issues into low, medium, and high impact levels.

Considering the future, specifically 2040, we recognise the uncertainty surrounding current issues. As time progresses, some uncertainties may resolve, shaping our strategies. We acknowledge the role of governments and legal systems

in providing stability, even as regulations evolve. In the short term, these may pose challenges, but their long-term purpose is to facilitate trade and avoid conflicts.

Regulatory impacts, especially concerning climate change and ESG, are currently inconsistent globally. However, there is a universal belief in their necessity for future progress. Demographics also play a crucial role, with global populations exhibiting diverse age distributions, affecting productivity.

Cybersecurity remains a significant topic as the digital world expands. The consensus is that as digital integration increases, so will cyber threats and security measures. Like physical security, cybersecurity's perceived importance might fluctuate over time.

Reflecting on past global events like the COVID-19 pandemic, we realise its unpredictability and potential recurrence, even if it wasn't a focal point in our discussions. Climate change continues to be a matter of debate, with varying impacts across regions. Despite this, global consensus and solutions are likely to emerge over the next 15 years, reducing its uncertainty and influence."

Mona Svoboda raised an important point about the broader impacts of climate change, emphasizing that it's not just about sustainability. "The effects on trade routes, such as those impacted by drought in the Panama Canal, and on crops and resources, suggest that the impact of climate change is indeed high by 2040. We've already seen these effects with the Panama Canal."

Will Sabrook noted that some predict a massive impact by 2040, with melting ice caps potentially opening new trade routes. "This scenario could have a high impact, though there is uncertainty about its inevitability."

Nico De Cauwer added that: "while the Panama Canal and rising sea levels have significant short-term impacts, their long-term effects are less certain. These issues, like hurricanes in the Caribbean, can severely damage infrastructure, as seen with hurricane Barrel, which destroyed 60% of the port of Kingstown

in Saint Vincent and the Grenadines. The unpredictability of such events underscores the need for preparedness."

Mona Svoboda highlighted that: "the most active hurricane season in history showed how quickly a tropical storm can escalate into a category 5 hurricane, posing challenges for ports and economies. The debate on the causes of climate change might continue, but its high impact, especially by 2040, is undeniable."

Vineet Malhotra continued discussion the complexities of global trade and geopolitics, noting that "while conflicts have occurred frequently, they haven't escalated dramatically in recent decades. The interaction between politics, economics, and trade routes is significant. The rise of digital currencies and their regulation adds another layer of complexity, with Middle Eastern currencies often pegged to the dollar, affecting trade dynamics."

Riasat Ali mentioned that a new development is on the horizon involving countries adopting digital currency reserves, potentially set at 1%. This move is aimed at meeting economic requirements and providing a fallback option if traditional economic systems face challenges.

Vineet Malhotra added that: **"there seems to be a shift in the global economy, particularly in top economies and regions, though the exact nature and certainty of this shift are still uncertain. Within this context, governance and data ownership are likely to become significant topics of debate. Who owns the data, especially when it pertains to economies or resources like oil, is a question that will need addressing.**

Additionally, the rapid pace of technological change is a crucial factor. The traditional understanding that technology evolves in predictable timeframes no longer holds true, as change is now continuous and unpredictable. This rapid evolution impacts economies significantly, bringing both challenges and opportunities. The group acknowledges the uncertainty and potential high impact of these changes, and there is an open invitation for further discussion on these topics."

Group C “Discussion on critical uncertainties and issues”

(Stephanie van den Berg/Portbase, Ivano di Santo/Port of Trieste, Robinson Cyril/Dubai Trade, Javier Gallardo/Portic, Warsama Guirreh/Djibouti PCS).

The discussion on critical uncertainties and issues presented by Group C centered on identifying critical uncertainties and issues through exploring scenario axes. ***There is a consensus that international rules, regulations, and legislation will significantly impact global dynamics, although their future trajectory remains uncertain. Cybersecurity threats are already prevalent, affecting organizations and countries alike, and pose uncertainties regarding their timing and origins, as well as their impact on trade flows. This aspect, closely tied to data, is critical.***

Technological uncertainties, particularly how cyber-attacks employ technology, are significant. There's speculation that quantum technology might offer solutions, yet its future path and certainty are unclear. The conversation touched on major technological trends and innovations like new devices, 3D printing, and drones, which have already transformed the world over the past decades. However, their future impacts and regulatory responses remain undefined and uncertain.

The topic of warfare was revisited, acknowledging its historical recurrence but with uncertainties about specifics like timing and locations. Natural disasters and climate change are inevitable, yet their specific occurrences and impacts are uncertain. Geopolitical instability, tied to international regulations and trade imbalances, presents another layer of uncertainty,

In depth

Stephanie van den Berg began her comprehensive presentation by detailing the findings of Group C. "The complexities of international rules, regulations, and legislation are becoming increasingly prominent, with significant implications that remain uncertain on a global scale. In parallel,



exemplified by how elections can alter trade flows.

The discussion also highlighted the importance of social sustainability and ethics, with uncertainties about their future direction. Biotechnology, often overlooked, was noted for its potential to alter food production and create new competitive markets. Data governance is expected to advance, influencing trade imbalances and dependencies. Technological regulation, especially concerning unregulated black boxes like chatbots, poses challenges that need addressing.

Technological failures, distinct from cyber-attacks, can result from internal issues like quality management lapses. The COVID-19 pandemic was cited as an example of how health crises, akin to natural disasters, can disrupt global trade and industry. The concept of resilience was mentioned as a broad term encompassing various aspects of these uncertainties, with an emphasis on understanding the specifics under broad headlines like technology and biotech.

the growing threat of cyber attacks is evident, impacting both organizations and nations. These incidents not only disrupt security but also influence trade flows within the economy. The unpredictability of when and where these cyber threats might originate adds an extra layer of complexity. Moreover, the effects on

trade dynamics are uncertain, highlighting the critical role of data in this context."

Nico De Cauwer pointed out that: **"while the uncertainty surrounding technologies used in cyber attacks is significant, quantum technology might offer solutions, although the direction of technological advancements remains unclear."** The group also engaged in discussions about major technology trends and innovations, such as 3D printing and drones, which have already transformed the world and are expected to continue doing so in the next 10 to 20 years. However, the specific impacts remain uncertain, as do the regulations that will follow these technological advancements.

The discussion highlighted the impact and uncertainty of international rules, regulations, and legislation, especially in the context of security and cyber attacks. These attacks are already affecting organizations and countries, influencing trade flows and involving data, which further complicates the situation.

The conversation moved to the topic of war, with a consensus that while the timing and location of future conflicts are uncertain, the occurrence of such events is almost certain based on historical patterns. Natural disasters and climate change were also discussed, with climate change being certain but its effects and the ability to cope with them remaining uncertain. Geopolitical instability, closely tied to international regulations and legislation, was highlighted, especially concerning trade flows and physical material imbalances, as illustrated by the impact of elections on trade dynamics.

Stephanie continued, noting: **"the importance of chips for electric cars and the energy transition, and the uncertainty of how social sustainability and ethics will evolve. Biotechnology was mentioned as a significant but often overlooked factor, with potential for creating new competitive markets through innovations in food production."**

Will Sambrook emphasised

biotechnology's potential impact on food security, while Stephanie concluded with comments on data governance, trade imbalances, and technology regulation.

Robinson Cyril from Dubai Trade highlighted the challenges of unregulated technologies, such as chatbots, which pose unique challenges and opportunities for regulation.

Uwe Liebschner reflected on past events like the Mersk incident, illustrating the impact of technological failures beyond cyber attacks. He also linked natural disasters to health crises like the COVID-19 pandemic, which disrupted global trade. He suggested that resilience, though broad, is key to understanding these challenges, and that headlines should be backed by detailed explanations to avoid jumping to conclusions about new technologies or cyber threats.

Stephanie and Uwe wrapped up the discussion by acknowledging the complexity of the issues at hand, emphasising the need for a nuanced understanding of technology, cyber threats, biotechnology, and their



Discussion on high-impact, high-uncertainty issues



In discussion about high-impact, high-uncertainty issues, Foresight group is aiming to better understand how these uncertainties influence decisions and strategies.

Will Sambrook, Akenham:

"Continuing from where we left off, these scenarios illustrate how businesses need to adapt to emerging trends and uncertainties. As we delve deeper into these high-impact, high-uncertainty issues, it's crucial to consider how these scenarios might evolve and influence the market. The exercise is designed to stimulate our thinking and broaden our understanding of potential future developments.

Now, moving onto the handout, which I hope everyone has, as it will guide us through our next steps. This document outlines the critical uncertainties we need to focus on, allowing us to systematically assess how these factors might play out. As we work through this, remember that while some elements may transition from one category to another, or even be dismissed entirely, this fluidity is part of the process. The objective is to gain clarity on the uncertainties by exploring various potential outcomes.

To give another practical example, think about how industries are approaching the challenge of data privacy versus service personalisation. This is a critical issue where the uncertainty lies in consumer preference: will individuals lean more towards personalised experiences at the cost of privacy, or will they prioritise securing their data, even if it means

forgoing some level of personalisation? The outcome of such uncertainties can significantly influence business strategies and consumer offerings.

As we continue to explore these possibilities, **keep in mind that the goal is to better understand the landscape of uncertainties, not to predict the future with absolute certainty. By doing so, we equip ourselves to make more informed decisions and develop strategies that are resilient in the face of change.**"

Mona Swoboda raised an intriguing point about whether industries should drive consumer trends or remain neutral, allowing market forces to dictate the direction. The dialogue touches on the role of industry and market forces in shaping these trends, questioning whether companies should act as impartial observers or actively influence the direction. There's a recognition that while consumer insights are valuable, true disruption often stems from innovative thinking within the industry, as exemplified by historical cases like the Sony Walkman.

Will Sambrook suggested a balanced approach, recognising that while we might have preferences, external influences can sway outcomes.

Uwe Liebschner and Stéphane emphasised the importance of user input in shaping the market. **Users are becoming increasingly vocal, and industries need to listen and adapt accordingly. The interplay between consumer preferences and industry strategies remains complex, as both parties** have roles in shaping future market trends.



Will Sambrook, Akenham:

"In this session, we're focusing on understanding key strategic issues and identifying polarities that can shape our future scenarios. Using the example of Oatly, a vegan milk company from Sweden, we can learn how they tackled this process. Our goal is to compile a comprehensive list of issues by the end of the day, which will be valuable for us moving forward.

To illustrate, let's revisit the example of Volvo. They identified two key issues: one concerning the movement within urban environments—whether it is directed by technology or local governance—and the other about mobility access, questioning if ownership remains dominant or if shared systems prevail. By considering these polarities, Volvo can foresee four potential futures.

One scenario involves continued ownership of cars, guided by technology, reflecting our current state. Another might involve a tech-driven system where cars are summoned for use, challenging Volvo's traditional dealership model. Alternatively, a future regulated by municipalities could encourage shared mobility, reducing personal car ownership needs. Lastly, a scenario where tech companies lead vehicle sales could emerge, reshaping the industry landscape.

Today, we aim to experiment with these scenarios, laying the groundwork for a deeper analysis in our next workshop. This exercise will help us envision potential futures and prepare strategically for what lies ahead."

Javier Gallardo's feedback on polarities highlighted two possible directions: **"On one hand, there is a push for more global collaborations, which could lead to the establishment of larger, interconnected markets. This would involve harmonizing policies, creating a single currency, and fostering political unity across regions.** Such efforts could enhance economic efficiency and strengthen global ties.

On the other hand, there is a contrasting perspective that favors regionalism and fragmentation. This approach would involve dismantling



larger entities like the European Community and focusing on smaller, localized markets. "

Robinson Cyril added: **"Harmonising trade processes and facilitating trade play crucial roles in impacting global economics, notably influencing the GDPs of various countries. By aligning these processes, countries can achieve more seamless cross-border trade, ultimately benefiting their economic growth. Additionally, the discourse around global currency continues to evolve. Despite some challenges associated with the US dollar, nations are exploring innovative solutions. For instance, the introduction of new digital currencies presents promising opportunities. These developments are viewed positively as they signify progress and adaptability in the global economic landscape."**

The discussion focused on the ongoing debate between regional fragmentation and globalisation. The core of the issue is whether political and market structures will lean towards more localized, fragmented systems or continue to evolve into larger, interconnected global frameworks. This debate encompasses significant aspects such as currency and politics, which could be significantly impacted by the direction chosen. **The challenge lies in deciding whether to maintain a broad perspective, viewing these issues as part of a larger geopolitical market, or to delve into each aspect individually, examining their specific polarities. This raises questions about strategies for addressing these complexities and invites further reflection and input from others on their perspectives and insights.**



Mona Swoboda: "We initially wanted to address the issue of fragmentation, but soon realized it was too broad to simply categorise as becoming either more globalized or more fragmented. Consequently, we chose a different issue. The challenges we faced were significant, as it was quite general, and aligning it with what you mentioned about focusing on the finer details proved to be difficult for us".

Will Sambrook: 'In discussions of global versus fragmented issues, it's often beneficial to distill the conversation to focus on a single aspect. The polarity between global and fragmented perspectives offers a clear line of inquiry, prompting us to define what we truly mean when discussing these terms. For instance, are we talking about currency, market structures, or perhaps something else entirely? By identifying these core elements, we immediately recognize three distinct issues at play..'

Youssef Ahouzi: "The rapid pace of technological evolution poses a significant challenge, creating a divide that can leave certain countries or regions on the margins if they fail to keep up. This swift advancement, particularly in operational technology, can be leveraged to boost economies if managed well. It becomes crucial to determine how we can adapt to this speed of evolution, and whether collaboration might enhance our production capacities and capabilities. Failure to engage with this technological progression could result in marginalization and increased pressure from technologically advanced areas."

Taking artificial intelligence as an example, regions without the capacity to work with it might find themselves sidelined. In contrast, those who harness its potential could gain significant power and become enablers of global trade. The growth can be either uncontrolled or controlled, with each presenting different outcomes. Engaging effectively with technological advances could lead to growth and prosperity, while failure to do so might result in business stagnation and a loss of competitive edge."

Alexandre Sanchez: "Reflecting on the concept of polarities, it's crucial to examine the implications of varying costs of energy resources. On one hand, low-cost energy resources present a scenario where energy is more accessible, leading to the production of goods at reduced prices. This increased accessibility would enable consumers to purchase goods more affordably, enhancing overall economic activity. The affordability of energy also facilitates advancements in IT infrastructure, making cloud computing and other technologies more attainable and widespread.

Conversely, high-cost energy presents significant challenges. The increased expenses associated with energy impact the production costs of goods and the availability of services. These costs ripple through the economy, influencing trade and creating barriers to accessing necessary resources. The high cost of energy also affects the IT sector, potentially stifling innovation and limiting technological growth."





Mona Swoboda: "The rapid changes in market dynamics can indeed present various challenges. When there is a sudden increase in product availability, coupled with lower costs, it encourages more consumers to make purchases. This surge then boosts trade flows, necessitating the supply chain to quickly adapt to meet the heightened demand. This situation echoes what occurred during the pandemic when there was a significant shift towards online ordering, leading to disruptions as the supply chain struggled to keep pace."

Nico De Cauwer: "The future of clean energy and its availability is a topic of significant interest and speculation. By 2040, it's possible that clean energy could be widespread across the globe, leading to almost negligible costs for consumers. This scenario would revolutionize how we use energy, making it more accessible and affordable for everyone, potentially enabling the continued growth and adoption of technologies like electric vehicles and PCs.

Alternatively, there is a possibility that we could revert to older energy practices, where clean energy remains scarce and expensive. This shift could hinder the adoption of electric vehicles and increase energy costs significantly, affecting individuals and businesses alike. Companies relying on PCs and other energy-dependent technologies might face higher operational costs, slowing down technological advancement and accessibility."

Uwe Liebschner: "Navigating the complexities of entering a new market involves not only establishing a strong

business presence but also creating a positive impact on investment interest in the area. As activity in your market increases, volumes rise, particularly when industries like automotive expand into countries where energy and resource costs, including labor, are significantly lower. This positive impact on the host country can generate a favorable business climate, attracting investments.

However, a challenge emerges as these regions begin to face a shortage of human capital, with increasing numbers of investors drawn to the appealing conditions. This scarcity in the labor market leads to rising labor costs due to heightened demand. Additionally, this situation can affect production cycles, as manufacturing plants require consistent supply chains to operate effectively."

Stephanie van den Berg: "The energy transition is increasingly focusing on hydrogen companies, especially those operating within port areas. This shift is crucial as it affects the various cargo flows, necessitating an efficient storage and transaction management through the port community system. Falling behind in embracing this energy transition could result in missed opportunities and possibly even rejection of cargo. It is important to be proactive in this transition to avoid such setbacks. Initially, the challenges we faced were quite high-level and broad, but this exercise underscores the importance of detailed attention to the energy shift and its implications for cargo management."





Mona Swoboda: ***“Energy is a multifaceted topic that extends beyond just the cost. When we delve into energy, we encounter various aspects such as consumption, infrastructure, and sustainability. Each of these components plays a critical role in shaping our understanding of energy as a whole.”***

Will Sambrook: “The discourse surrounding energy has become increasingly polarized, with various facets to consider. On one hand, there's the debate of clean versus unclean energy, which presents a significant point of contention. How rapid will this transition be? It's an area where one could delve deeply and explore extensively. Similarly, the discussion of global versus regional fragmentation adds another layer of complexity. This fragmentation can lead to numerous issues, such as fluctuations in currency markets and other economic concerns. These are just a few examples of the many issues that can arise from this polarization in the energy sector. Hopefully, this illustrates the breadth of topics that are open to exploration and debate.”

Riasat Ali: “Adding another point, as we've probably discussed before, moving towards green energy will also significantly reduce the reliance on fossil fuels. This shift means that the impact on PCs and ports will be considerable, as vessels transporting oil

will no longer be necessary. This change represents a major transformation in the way we manage energy resources and logistics.”

Alexandre Sanchez: ***“In the current landscape, the interplay between energy costs and regulatory measures is becoming increasingly significant. Specifically, in Europe, there are regulations that mandate vessels to connect to the electricity supply while docked at ports. This requirement could have profound implications, particularly if energy costs soar. When ships are compelled to rely on costly shore power, this expense will inevitably be transferred to the cargo they carry. As a result, consumers might experience higher prices on everyday goods, such as tomatoes, at their local supermarkets. Such a scenario underscores the broader impact of energy policies and costs on the global supply chain and consumer prices.”***

In a dynamic and thought-provoking exercise, Will Sambrook encourages groups to delve into the identification of three polarities that pertain to issues of high impact and high uncertainty. This exercise is designed to deepen participants' understanding while fostering meaningful dialogue around the complexities inherent in these critical topics. Through this method, individuals gain insights into diverse perspectives and the multifaceted nature of the challenges at hand, ultimately promoting a more comprehensive approach to addressing significant issues.



Group C “Three polarities related to high-impact and high-uncertainty issues”



Javier Gallardo: “The security analysis surrounding the circulation of goods in supranational regions highlights several challenges and impacts. One key issue is the increasing fragmentation as regions attempt to manage larger entities. This shift can potentially reduce the need for individual inspections and instead promote common inspection protocols. Additionally, data sharing emerges as a significant concern. The tension between maintaining localized control and adapting to broader, supranational frameworks is evident, as stakeholders navigate the complexities of integrating these varying scales of governance and operation.”

Robinson Cyri: **“Data sharing plays a crucial role in simplifying decision-making processes at both regional and international levels, particularly concerning emissions and process automation within countries or regions.** For instance, when a customs declaration is approved for cargo headed to the Netherlands, the ability to share this data, along with documentation and government-related documents such as x-ray test results, with foreign counterparts in advance can greatly facilitate their planning and pre-clearance procedures. This not only streamlines operations but also reduces the need for printing numerous documents and the associated transport required to submit them to local authorities. Consequently, it significantly impacts the efficiency of the enrollment process, reducing fragmentation in the workflow.”

Warsama Guirreh: “The other polarity revolves around a highly liberal approach, emphasizing the comprehensive sharing of data with everyone. This policy-level initiative has brought various businesses together, aiming to share information for the regional benefit. A specific instance involves our collaboration with insurance companies. They have been utilizing data from PCs to assess the risk associated with certain insurance premiums. For example, they analyze the return of containers to ensure that deposits are secure and properly accounted for. As PCs, we possess a wealth of information that interests numerous parties, all striving to enhance logistics overall.”

Javier Gallardo: **“In our debate, we are examining two primary scenarios: one involves larger supranational regions, while the other focuses on smaller, more local regions with increased rationality. The discussion centers on how these different regional structures impact the transportation of goods and data sharing. For instance, in larger regions, we might see streamlined processes and potentially fewer barriers to movement, whereas smaller regions could foster more tailored and efficient local networks.**”

Additionally, the choice between having multiple currencies or a single dominant currency in these regions is crucial. A single currency could simplify transactions and economic interactions within larger regions, while multiple currencies might offer more flexibility and control for smaller regions.”

Warsama Guirreh: **“In current operations, what we are observing is that beyond regional and national boundaries, entities are utilizing information in ways we never imagined possible and are generating profits from it. Instead of focusing on regions, it's now about interested parties. An interested party requesting access to information means that data companies are able to sell information about various transactions occurring in trade. Any party can purchase this type of information online, which raises the issue of limited sharing versus open sharing.”**

Group B “Three polarities related to high-impact and high-uncertainty issues”



Magdalena Rzeczkowska: ***“The polarity lies in the ability to adapt and leverage technological advancements for business growth and success. Those who can identify and seize opportunities will thrive, while those who fail to adjust may fall behind, excluded from potential growth.”***

Data governance and ownership form another critical aspect. Whether data usage will be regulated and transparent, providing security, or if it will operate in an unregulated, free-market scenario, posing risks. The importance of

establishing clear guidelines for data usage is emphasized to ensure a secure environment.

A new financial settlement order is anticipated, driven by digital currencies. The question arises whether a universal settlement system will emerge or if a fragmented financial landscape will prevail. The valuation of assets in this digital world can defy traditional economic standards, challenging conventional notions of supply and demand. The polarity in this scenario is between a globally standardized, transparent financial system and a fragmented one influenced by geopolitical factors.

The expectation is for a financial system that is just and stable, though perceptions of value can be subjective. The unpredictability of value in this new world mirrors the uncertainty of economic structures in flux. Is there a need for a standardized, transparent, and trustworthy trade system, reminiscent of past agreements like the Bretton Woods order? ***The direction remains uncertain, but the goal is clear: to achieve a more optimal, equitable trading environment.”***

Group A “Three polarities related to high-impact and high-uncertainty issues”

Alexandre Sanchez: “I would like to highlight three main themes: energy resources, climate change resiliency, and policy regulation.

Firstly, energy resources are categorized by cost, with a distinction between low-cost and high-cost energy. This cost variability impacts accessibility and availability, influencing numerous aspects of society and the economy.

Secondly, resiliency against climate change could be examined, particularly its effects on supply chains. Climate change may lead to shifts in trade routes and transport modes, prompting the emergence of new routes while existing ones may disappear. The focus is on the adaptability of supply chains to these climate-induced changes, necessitating alternative transport solutions based on the specific disruptions faced.”

The discourse on regulation contrasts concentrated and predictable policies with those fraught with uncertainty. At the heart of this debate lies the spectrum between decreased and increased regulation, raising critical questions about the efficacy of adopting a global regulatory approach versus a localized, open-market system. This discussion underscores the need to strike a balance between regulation and market freedom, particularly in the face of evolving global challenges. As the world grapples with these issues, the search for an optimal regulatory framework remains a central focus, emphasising the importance of adaptability and foresight in policy-making.

Will Sambrook summarises the group's discussion on "Three polarities related to high-impact and high-uncertainty issues" and outlines the final task for the day to help transition into the next workshop mode.

Various issues and their potential

directions highlighted by the groups are information, including access to information, data ownership, means of transport, technology adaptation, data governance, new financial settlement orders, energy resources, climate resilience, and policy regulation. These factors are considered in terms of cost, availability, trade routes, transport modes, and market predictability.

The final task involves experimenting with these issues, as demonstrated by Volvo, by selecting two issues to explore potential scenarios. The aim is to identify critical issues and create meaningful axes by choosing issues that are distinct from one another. This distinction helps in generating four different scenarios rather than skewed ones. Participants are encouraged to explore combinations relevant to the PC industry and consider their implications. This exercise is intended as a preliminary exploration, with further insights to be shared within next workshop based on recent discussions. Participants are given 10 minutes to experiment with the identified polarities.

Polarity	Issue	Polarity
Limited (not able or willing to share it)	Access to information / ownership of data	Open sharing (willing and able to share it)
Dominated by sea, air, rail and road Freight passing through ports and multimodal exchanges	Means of transport	Newer means of transport play significant role: drones etc Changes to use of ports and multimodal hubs
Digital designs (for 3D printing etc.)	Content being transported	Transport of end product
Able to cope / build upon the technology	Technology	Unable to cope / left behind from opportunities
Regulated and transparent use of data	Data Governance and ownership	Unregulated
Digital currency New drivers of value Fragmented Not standardised/ backed by different alliances	New financial settlement order / rules	Traditional currencies Traditional exchange methods Single global settlement system Transparent and standardised
High cost Low availability of green energy	Energy resources	Low cost High availability of green energy
Change to Trade routes / transport modes (new / alternative)	Climate Resilience	No Change to Trade routes / transport modes
Predictable Globally regulated	Policy / regulation	Uncertain Open market

Foresight Dubai workshop Final Remarks

Mona Swoboda, Organization of American States(OAS) Inter-American Committee on Ports

“The most significant takeaway for me has been the realization of the remarkable diversity within our group and the vastly different ways we interpret and perceive the same things. At the onset of the workshop, we were posed an intriguing question: how do you envision the future, and what emotions does it evoke in you—are you anxious, excited, nervous, or perhaps something else? Although we all inhabit the same world, our perspectives can vary greatly, highlighting our unique backgrounds, experiences, and thought processes.

For instance, some participants expressed excitement and optimism, seeing the future as a realm of boundless opportunities brought about by technological advancements and global collaboration. They view the rapid pace of innovation as a thrilling challenge and are eager to embrace the



changes it brings. On the other hand, some felt a sense of apprehension or unease, concerned about issues such as climate change, political instability, or economic uncertainty. This diversity of thought is not only fascinating but also essential for fostering creativity and innovation.”

Stéphane Gaudechon, Bureau Veritas



“Reflecting on the Foresight Dubai workshop, it was incredibly fruitful and mentally stimulating. We explored a variety of innovative ideas, envisioning different possible futures, which was truly fascinating. Nonetheless, I plan to keep my main emphasis on technology. The experience was enhanced by an amusing tale about hearing the finest rendition of Titanic I've ever heard. There was a humorous individual who quipped that whenever he reflects, he feels his future is right behind him. This perfectly encapsulates my perspective on the future—it's a vital and ongoing journey.”

Alexandre Sanchez, Valencia Port

“Upon reflecting on the Foresight Dubai workshop, I initially had modest expectations, hoping they might be exceeded. I absorbed a wealth of valuable insights and noted down various expressions shared, which I plan to review on my flight home. The dinner last night was particularly memorable, offering a chance to connect with some of you on a more personal level. I am grateful for your efforts in organizing it.”



Nico De Cauwer, IPCSA



“I will try to avoid repetition of what has been said already. The workshop was truly astonishing—the perfect term for it. Over the past couple of days, we’ve been diving into discussions that span months and years concerning the issues that have come up. We’re engaging with these topics more in detail now.”

Personally, it was the first time I grasped how interconnected all these issues are. It’s impossible to separate one from another, especially when it comes to talking about mobility and logistics.”

Rommel Edwards, Port of Barbados

“Being from a smaller country, I often find that certain issues carry different meanings for us compared to people from larger, more developed nations. As I usually work in the IT realm, I often feel a sense of loss when colleagues leave work. However, this time, it felt different, almost as if something was altered in a deeper way. There’s so much more to consider beyond IT and digital concerns. I’ve become more aware of issues like climate governance and even discussions that stretch into space exploration—topics I hadn’t deeply considered before.”

This experience has opened my eyes to more tangible challenges. Meeting new people and seeing familiar faces in this group has been a refreshing experience.

I believe maintaining these connections is crucial. It’s been a privilege to engage in these conversations and broaden my perspective.”



Magdalena Rzeczowska, Federation of Polish Entrepreneurs



“When I received the invitation, I initially felt apprehensive, worrying that I might not fit in due to my limited experience with port community systems and only having extensive connections with customs. However, I was pleasantly surprised to discover that my experience does align well here. Listening to different perspectives and the diversity of backgrounds has been invaluable. It’s rare to find the time to reflect on the future, the intricate interconnections, and our expectations. This gathering provided the space to discuss, collaborate, and foster optimism about future possibilities. Working together, forecasting, and envisioning the future was truly a remarkable experience. Thank you for this opportunity.”

Vineet Malhotra, Kale Logistics Solutions

“Reflecting on the Dubai workshop, I find myself looking back to two decades ago when I completed my master’s in business administration. Beyond the academic insights gained during that time, I feel it’s pertinent to share a bit of my background. Originally, I pursued engineering and then transitioned into management after gaining some work experience. Like many engineers, I often relied on last-minute reading to get by, which didn’t always allow for deep understanding, especially when it came to grasping certain concepts thoroughly.

What struck me then, and what resonates even more now, is the value of learning within a diverse group setting. This aspect was particularly evident during the recent workshop in Dubai. It’s been twenty years since I first started engaging with diverse groups, and the experience remains incredibly enriching. The range of perspectives and ideas shared was truly phenomenal.

Moreover, I must commend the moderator for his outstanding role. He created an environment where participants felt comfortable, bringing out the best in everyone. Their ability to facilitate discussions and extract valuable insights from the group was impressive.



Additionally, I appreciated the strategic framework underpinning our discussions. It was evident that a purposeful construct was used to guide us, which added depth to our exploration of the topics at hand.

However, there was one aspect that I felt could be improved. The pace of the workshop seemed a bit slower than ideal. Perhaps this was a result of the group’s diversity and it being our first time working together, but I felt it could have been more dynamic.

Overall, despite this minor issue, the two days spent at the workshop were incredibly worthwhile.”

Riasat Ali, RAK ports

"Reflecting on the last two days of the workshop, I must say I completely agree with Uwe and Vineet, especially regarding the engineering aspect. Being an engineer myself, I share the same sentiments. I often mention and believe that exceling in engineering empowers you to tackle any challenge that comes your way. This workshop was a step forward in making decisions. The workshop was incredibly insightful, offering out-of-the-box ideas and showcasing diversity. As many participants mentioned, the mix of people was a significant highlight. From my viewpoint, one of the most valuable contributions was the focus on the Middle Eastern perspective, which was encouraging. In past sessions I've attended, the emphasis was often on Western or European viewpoints. This time, there was a noticeable inclusion of Middle Eastern insights, which I believe added depth to the discussions. I made an effort to incorporate local perspectives, which I think enriched the



conversation. Overall, the information shared, and the techniques discussed were immensely valuable. They encouraged us to step out of conventional thinking and embrace new approaches, particularly in envisioning the future. The experience was phenomenal, and I am grateful for the opportunity to participate. Thank you very much!"

Youssef Ahouzi, Portnet



"Reflecting on the Dubai workshop, it's evident that the diversity present truly adds immense value. This type of workshop is crucial in today's interconnected world. Bringing together

experts from various countries and cities fosters a deeper understanding and compassion for what the future holds, allowing us to evaluate whether our current efforts are aligned with future expectations. This workshop was particularly insightful, as it navigated through historical contexts, the present situation, and future possibilities, while also emphasizing the construction of new ideas.

It's fascinating to see how these techniques can be applied to different sites and address various challenges we might face. The workshop was not only informative but also a platform for extending our knowledge in numerous areas that impact us significantly. Despite the breadth of topics covered, the discussions remained relevant to our field, illustrating the importance of diversity and collaboration in shaping our future endeavors."

Stephanie van den Berg, Portbase



“Reflecting on the past two days, I feel a deep sense of gratitude for the experiences and connections made. The emphasis on diversity and collaboration resonates deeply with my core values. There's something truly powerful about coming together to solve issues and create meaningful change. The atmosphere within this group is incredibly inviting, transparent, and cooperative, and I believe this spirit is essential for tackling future challenges like climate change and the need for sustainability. The sense of unity and shared purpose makes me hopeful that we can make a tangible difference. Additionally, my time in Dubai has been unexpectedly delightful. Without knowing what to anticipate, I've found myself appreciating the city immensely. It's been a rewarding experience all around.”

Ivano Di Santo, Port of Trieste

Reflecting on the Dubai workshop, my message is this: I feel as though I have returned home after three years. I am back with a friend whom I consider a brother, and for me, these two days were a romantic journey. As I've mentioned before, being part of IPCSA feels like being in a family. When you have a problem, you can reach out, ask how everyone is, and find help. Many times, I have found support within IPCSA, which is why I consider this activity, particularly thinking about the future, a confirmation that being part of it is the best decision a specialist like me can make. Having an open mind and broad perspective is a norm here. If possible, I would like to meet with you at least once or twice a month for the rest of my days, because every opportunity, every minute spent with IPCSA Community is a chance to learn something new.”



Robinson Cyril, Dubai Trade

“Reflecting on the recent Dubai workshop, I can't help but wish I had been part of the earlier discussions. It feels a bit like I missed out on an opportunity to gather more valuable insights. In our industry, the challenges are indeed significant, and knowing that there are people committed to identifying and solving these issues is truly encouraging. I'm confident that with such a dedicated group, we will achieve our goals.

Moreover, I extend a warm welcome to everyone in Dubai, your home away



Javier Gallardo, Portic



“Reflecting on the group discussions over the last two days, I'm taking home

a sense of hope believe that what we've presented today, particularly our ideas for the future, shows that we're addressing the problems we want to solve. It's a cautious approach, as we've set expectations for tackling these issues in the future. By recognising that some uncertainties remain, we're all working together to resolve them. I carry the hope that we'll have the chance to address these challenges in time. Earlier, I felt a bit pessimistic due to the unstable circumstances we faced. However, I now see that all of us are at least trying to contribute to creating and improving a better world. So, I carry hope with me.”

Warsama Guirreh, Djibouti PCS

“Reflecting on the Dubai workshop, I realized that while everything has been said, there was a unique opportunity for me to reconnect with old friends and forge new relationships with all of you. We used to think that the industry was robust, but it's clear now how fragile it can be. At the first sign of instability, everything tends to fall apart. We are hopeful that through these interactions, we can build a more resilient future. By improving trade with the implementation of PCs and the single windows feature, we aim to provide a unified system for importers and



exporters to complete all their processes efficiently. This is a goal we hope to achieve through our ongoing interactions in the upcoming meetings around the world.”

Uwe Liebschner, IPCSA

"I want to express my deep gratitude for the trust and commitment each of you has shown by joining us in Dubai, a place known for its happiness vibe, which I feel is reflected in the high spirits we've shared over these past two days. Your willingness to travel such distances and bear the associated costs is truly appreciated and not taken for granted. This gathering has reinforced that we made the right choice in selecting this diverse and knowledgeable group. From the outset, the open discussions and mutual respect have been remarkable, transcending any competitive boundaries and focusing on collaboration.

Your contributions have been invaluable, bringing diverse perspectives and insights that enriched our conversations. It's been inspiring to witness how quickly everyone engaged, sharing thoughts across different cultures and regions. This collective effort has equipped us with a wealth of ideas and materials to build upon in future workshops.

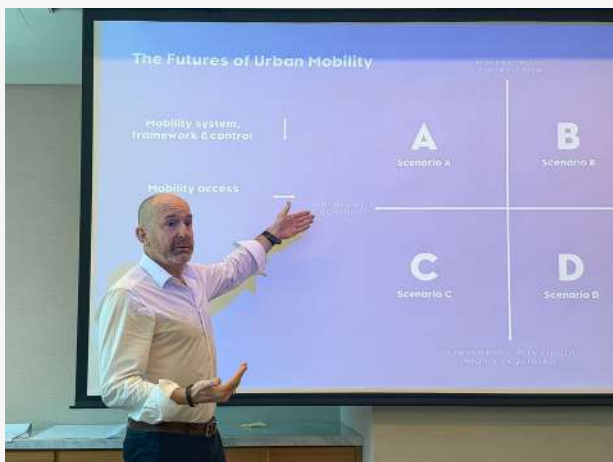
Looking ahead, I am excited and optimistic about continuing this journey together, especially with the upcoming



workshop hosted by our friends in Morocco.

On a personal note, this experience has been affirming. In moments of self-reflection, when I question the value of my professional contributions, events like these serve as a powerful reminder that I am on the right path, supported by a wonderful community of experts who reinforce my understanding of our industry. Once again, thank you all for your trust and collaboration."

Will Sambrook, Akenham



" I really appreciate your efforts and contributions over the past two days. It's been quite an intensive period, but I'm

glad to hear that you've found value in it. We will make sure to send you the documents and tables we've worked on so far. This way, you'll have a comprehensive collection of what we've accomplished. We will keep you in the loop as we refine these materials and share them with others for feedback. It's exciting to see your enthusiasm for this journey, and I believe it will continue to grow.

Lastly, a heartfelt thank you to Kale Logistics for making this possible. It's been a long time in the making, but having someone step forward to support us has truly brought everything together. Thank you again for your generosity and support."



We extend our gratitude to Kale Logistics Solutions for their sponsorship of this highly successful event. Our attention now turns to the upcoming second Foresight workshop, scheduled to be held in Morocco. This event, sponsored by IPCSA member PORTNET, is set for 21-22 May 2025. During this workshop, the focus will shift towards developing scenarios and gaining a deeper understanding of their implications.

A comprehensive account of the workshop's content and activities will be available in the final report, which we will release after all workshops have concluded. For further details about IPCSA Foresight, please visit: <https://ipcsa.international/initiatives/initiatives-foresight>

For further inquiries, please reach out to Inga Morton, the General Manager of IPCSA. You can contact her via email at inga.morton@ipcsa.international or by mobile at **+371 29273218**.

For more details, visit their website at www.ipcsa.international.