



# Connecting to regulators and stakeholders – Dutch Pilots

**Capt. Joost Mulder – Chairman Dutch Pilots' Corporation**  
**XXV IMPA conference - Cancun, Mexico - June 16th 2022**

# Connecting to regulators and stakeholders



Dutch Pilots in interaction with the outside world

- **Introduction**

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- Competitive environment

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- Regulators and stakeholders

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- Instruments

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- Continuous improvement

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# Introduction



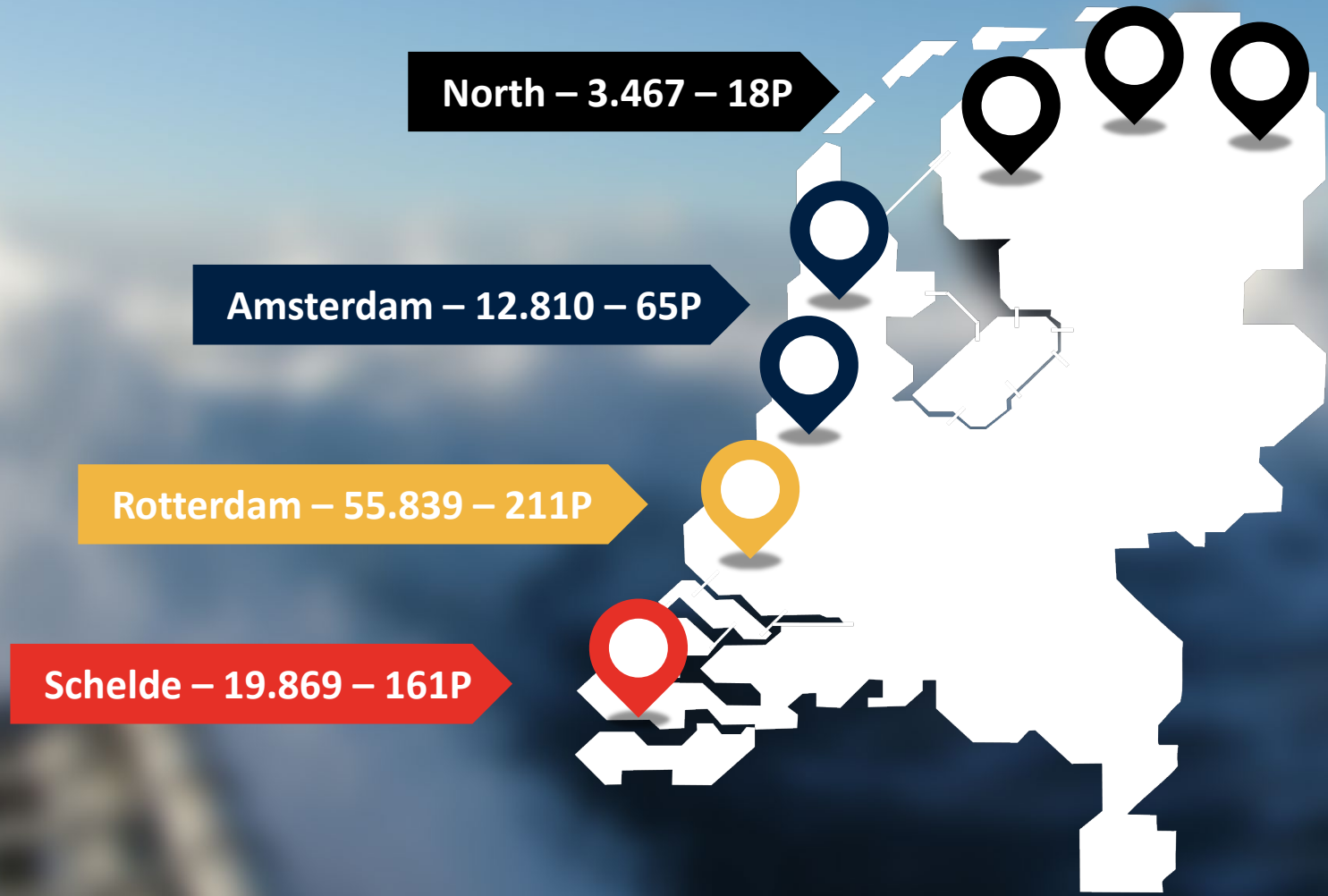
- Joost Mulder – Chairman Dutch Pilots' Corporation / Rotterdam Pilot
- Dutch Pilots' Corporation (NLc): public professional body
- Dutch Pilotage yearly: +/- 90k – 95k pilot trips – 450 pilots



[www.loodswezen.nl](http://www.loodswezen.nl)



# DUTCH PILOTAGE 2021 – 92.039 Pilot trips



# Connecting to regulators and stakeholders



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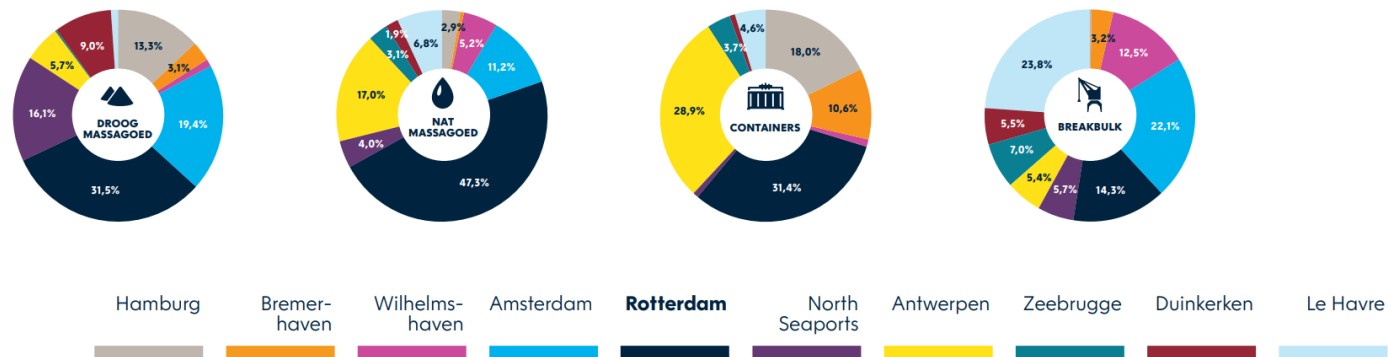
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# Northwest Europe: Hamburg – Le Havre range

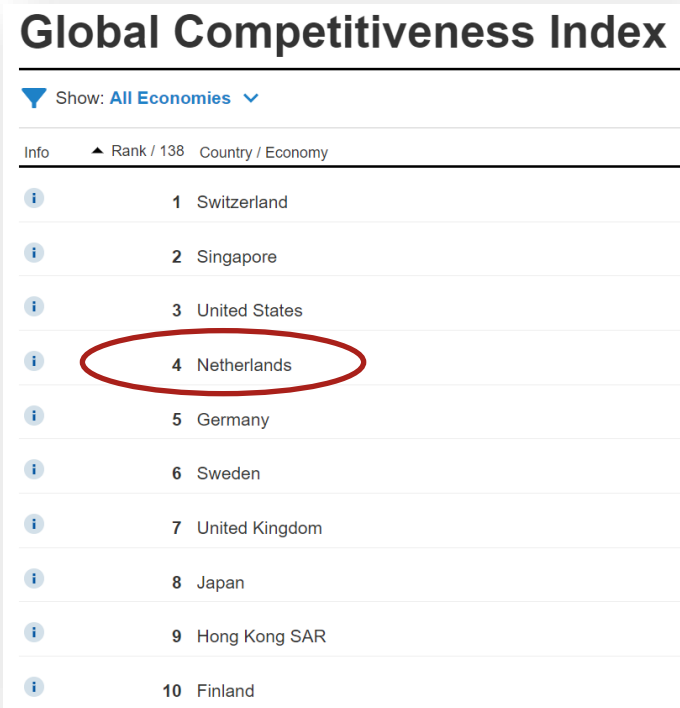


**Dutch Pilots serving a marketshare of +/- 55%**

(All Dutch Sea Ports + 27,5% of shipping traffic to the Flemish ports of Antwerpen & Gent)



# WEF Global Competitiveness Index - Netherlands



## World Economic Forum - Global Competitiveness Index 2017 – 2018

**2.04 Quality of port infrastructure:** *In your country, what is the quality (extensiveness and condition) of seaports (for landlocked countries, assess access to seaports) ?*

1 = extremely poor—among the worst in the world

7 = extremely good—among the best in the world



→ **Netherlands: # 1 out of 137**

Rank/137	Country / Economy	Score	Trend	Distance from best
1	Netherlands	6.8	—	██████████
2	Singapore	6.7	—	██████████
3	Hong Kong SAR	6.5	—	██████████
4	United Arab Emirates	6.2	—	██████████
5	Finland	6.2	—	██████████
6	Panama	6.2	—	██████████
7	Belgium	6.1	—	██████████
8	Iceland	5.9	—	██████████
9	United States	5.8	—	██████████
10	Denmark	5.7	—	██████████

**Highly competitive environment** → Pressure on pilotage in terms of availability, efficiency, transparency

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- Continuous improvement
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# Regulators

## Ministry of Infrastructure and Water Management

- Overall regulatory system + continuity and quality of service



Ministerie van Infrastructuur  
en Waterstaat

## Authority for Consumers and Markets (ACM)

- Financial oversight & economic quality of the pilot service

Autoriteit  
Consument & Markt



## Education accreditation organisation of the Netherlands and Flanders

- Initial and periodical re-accreditation of initial pilot education (MSc.)

**nvaao**  
nederlands - vlaamse  
accreditatieorganisatie



# Stakeholders

- Pilots (owners) !
- Consultation parties - yearly tariff proposal & quality report
  - Port authorities
  - Representative maritime organisations (*shippers, shipowners, port business communities*)
  - Harbourmasters (*quality only*)
- All other relevant stakeholders





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- Public annual report
  - Quality report
  - Value creation model
  - ISPO
  - Communication
- 

- Continuous improvement

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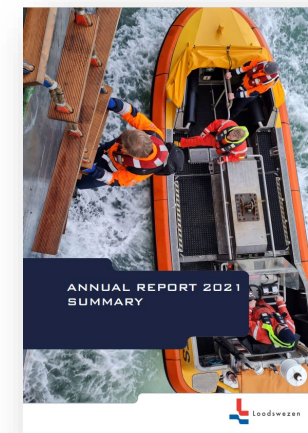
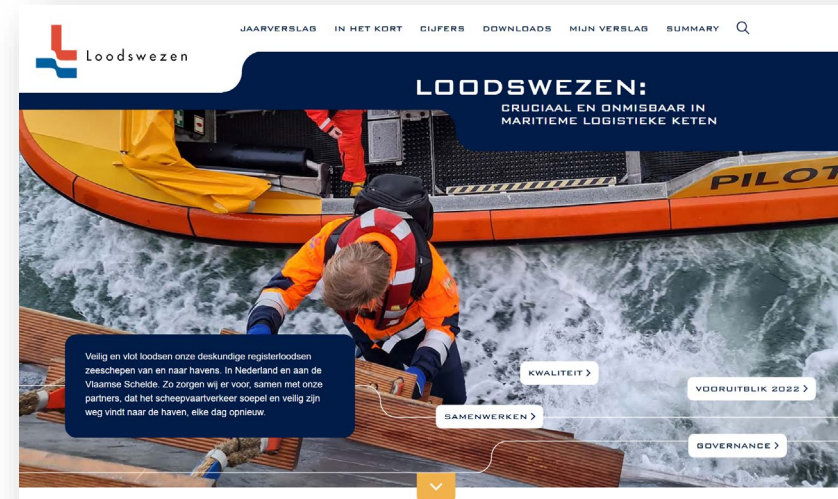
# Public annual report Dutch Pilots - 1



[www.jaarverslagloodswezen.nl](http://www.jaarverslagloodswezen.nl)

Published in May of every year, contents:

- profile of the organisation
- governance
- mission, vision, strategy
- risk management & in-control statement
- expectations next year
- financial report
- audit report independent accountant



English Summary

# Public annual report Dutch Pilots - 2

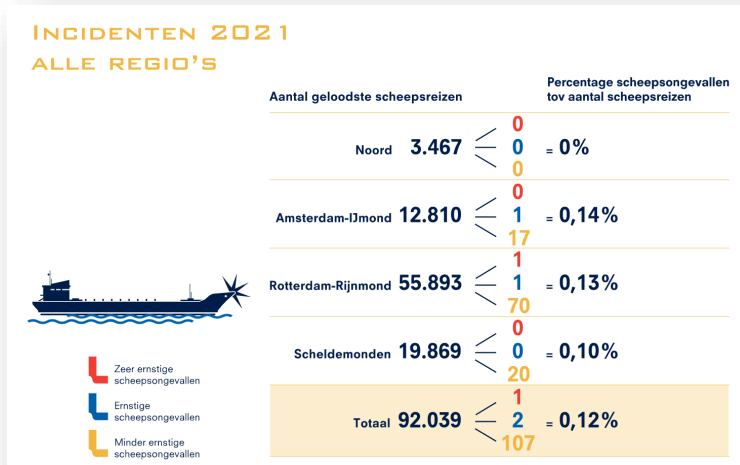


[www.jaarverslagloodswezen.nl](http://www.jaarverslagloodswezen.nl)

- Recognizable standard : based on GRI (Global Reporting Initiative) standards
- Full financial disclosure : financial report based on statutory annual accounts
- Independent validation : audit report by accountant on all (financial) statements



# Public annual report Dutch Pilots - 3



Incidents



Consultation structure



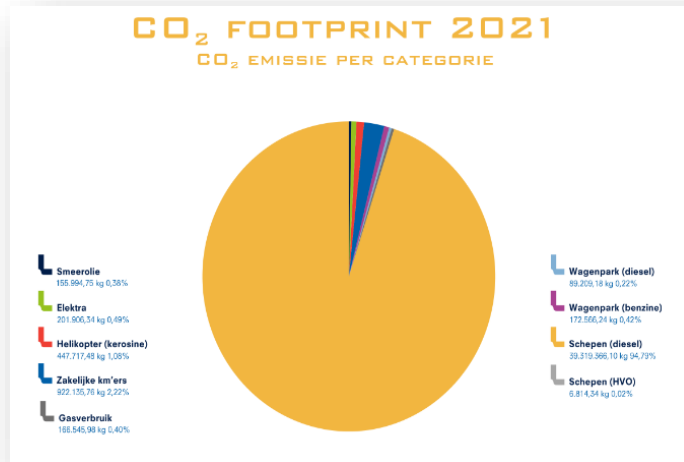
Risk management - Key Risks

(in duizenden EUR)	2021	2020
<b>Opbrengsten</b>		
Loodsgelden	209.628	198.413
Anderse tarieven	277	107
Overige inkomsten	390	364
<b>Opbrengsten exploitatierekening (10)</b>	<b>210.295</b>	<b>198.884</b>
<b>Kosten</b>		
Arbeidsvergoeding loodsen (11)	99.962	95.040
Beloodsen en plannen (12)	70.661	72.815
Overige regionale kosten (13)	10.600	10.174
Overige landelijke kosten (14)	14.125	13.400
Publiekrechtelijke beroepsorganisatie (15)	5.565	5.084
Vermogensvergoeding (16)	5.273	5.557
<b>Totaal kosten</b>	<b>206.186</b>	<b>202.070</b>
<b>Exploitatieresultaat</b>	<b>4.109</b>	<b>-3.186</b>

Revenues & costs



# Public annual report Dutch Pilots - 4



CO<sub>2</sub> Footprint

	Noord	A-IJmond	R-Rijnmond	Scheldemonden	Totaal
<b>Klachten over de loods</b>					
Verkeerd gemeerd			1	3	4
Vaargedrag		1		3	4
Veiligheid terrein				2	2
Aantal sleepboten	1				1
Corona gerelateerd (mondmasker)				2	12
Communicatie / reisvoorbereiding			1		1
<b>Totaal klachten over de loods</b>	<b>1</b>	<b>2</b>	<b>11</b>	<b>12</b>	<b>26</b>
<b>Klachten over de organisatie</b>					
Communicatie			1		1
Loods te laat			2	2	4
Overige			1	2	3
<b>Totaal klachten over de organisatie</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>4</b>	<b>8</b>
<b>Totaal ontvangen klachten</b>	<b>1</b>	<b>2</b>	<b>15</b>	<b>16</b>	<b>34</b>
Waarvan ongegrond					
					0
Waarvan gegrond					
	1	2	15	16	34

Complaints

Financiële positie op lange termijn (Alle bedragen in € 1.000)		2021	2020	2019	2018	2017
<b>Financiële positie op korte termijn (Alle bedragen in € 1.000)</b>						
<b>Balans</b>						
Investeringen in MVA in het betreffende boekjaar		5.910	9.168	8.265	8.385	10.428
Geïnvesteerd bedrag in MVA ultimo boekjaar		100.135	108.110	114.838	122.360	129.825
Voorraden	Gemeenschappelijk vermogen korte termijn	12.539	12.385	9.042	12.414	11.793
Vorderingen en overlopend	Gemeenschappelijk vermogen lange termijn	51.623	50.938	49.844	49.483	50.338
Liquide middelen	<b>Totaal gemeenschappelijk vermogen (= eigen vermogen)</b>	<b>64.162</b>	<b>63.323</b>	<b>58.886</b>	<b>61.897</b>	<b>62.131</b>
<b>Vlottende activa</b>	Vaste activa	100.518	108.497	115.206	122.725	130.187
<b>Vlottende passiva</b>	Vlottende activa	58.400	53.873	52.915	42.973	46.167
<b>Netto werkkapitaal (Vlottende activa - vlottende passiva)</b>	<b>Balans totaal</b>	<b>158.918</b>	<b>162.370</b>	<b>168.121</b>	<b>165.698</b>	<b>176.354</b>
	Solvabiliteit (Eigen vermogen / Balans totaal)	40,4%	39,0%	35,0%	37,4%	35,2%
	Current ratio (Vlottende activa / vlottende passiva)	2,45	2,45	2,14	2,03	1,98

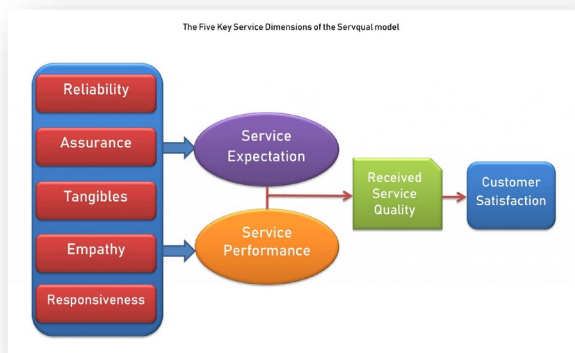
Short & long term financial position

Regio	Tijd loods aan boord ten opzichte van huidige werkwijze		Norm zoals voorgesteld door ACM	
	Aantal reizen	Aantal loods	2021 realisatie	2021 realisatie
Noord	3.467	18	96%	98,1%
Amsterdam-IJmond	12.652	66	94%	98,0%
Rotterdam-Rijnmond	55.893	218	94%	98,5%
Scheldemonden*	19.198	165	Geen norm voorgesteld	96,7%
<b>Totaal (gewogen, exclusief Scheldemonden)</b>	<b>72.012</b>	<b>302</b>	<b>94%</b>	<b>98,4%</b>
<b>Totaal (gewogen, inclusief Scheldemonden)</b>	<b>91.210</b>	<b>467</b>		<b>98,0%</b>

On-time delivery of service

# Quality report Pilot Service - 1

- Annual report on quality of pilot service previous year to be submitted to ACM
  - Consultation of concept quality report with the sector
    - Port authorities
    - Representative maritime organisations
    - Harbourmasters
- Comments sector added to the submitted report



Report structured on widely accepted SERVQUAL model





# Quality report Pilot Service - 2

- In addition to the quality report : 2-yearly customer satisfaction survey
- Customer survey executed by independent survey company working according to recognizable standard of MOA (expertise centre marketing insights)

## CUSTOMER SURVEY 2020

**General satisfaction scores**

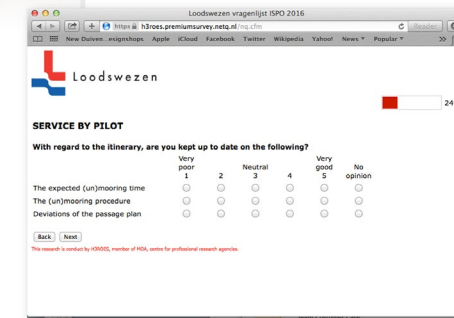
9,1	Captain	👍👍👍👍👍👍👍👍👍👍
8,0	Agent	👍👍👍👍👍👍👍👍👍
7,2	Shipping company	👍👍👍👍👍👍👍
7,9	Terminal	👍👍👍👍👍👍👍👍
9,3	Harbour masters	👍👍👍👍👍👍👍👍👍👍

**Competent** Approachable  
**Friendly** Organized Willfull  
**Flexible** Professional Safe  
**Engaged** Communicative Reliable  
**Accurate** Knowledgeable  
**Efficient** Hard working Punctual  
**Cooperation**  
Experienced

This research is conducted by Customeyes. Customeyes is an independent clientresearch company that is specialized in B2B- and stakeholderresearch. Customeyes is a member of MOA.

**MOA** FAIR DATA EXPERTISE CENTER

customeyes





# Value creation model - 1

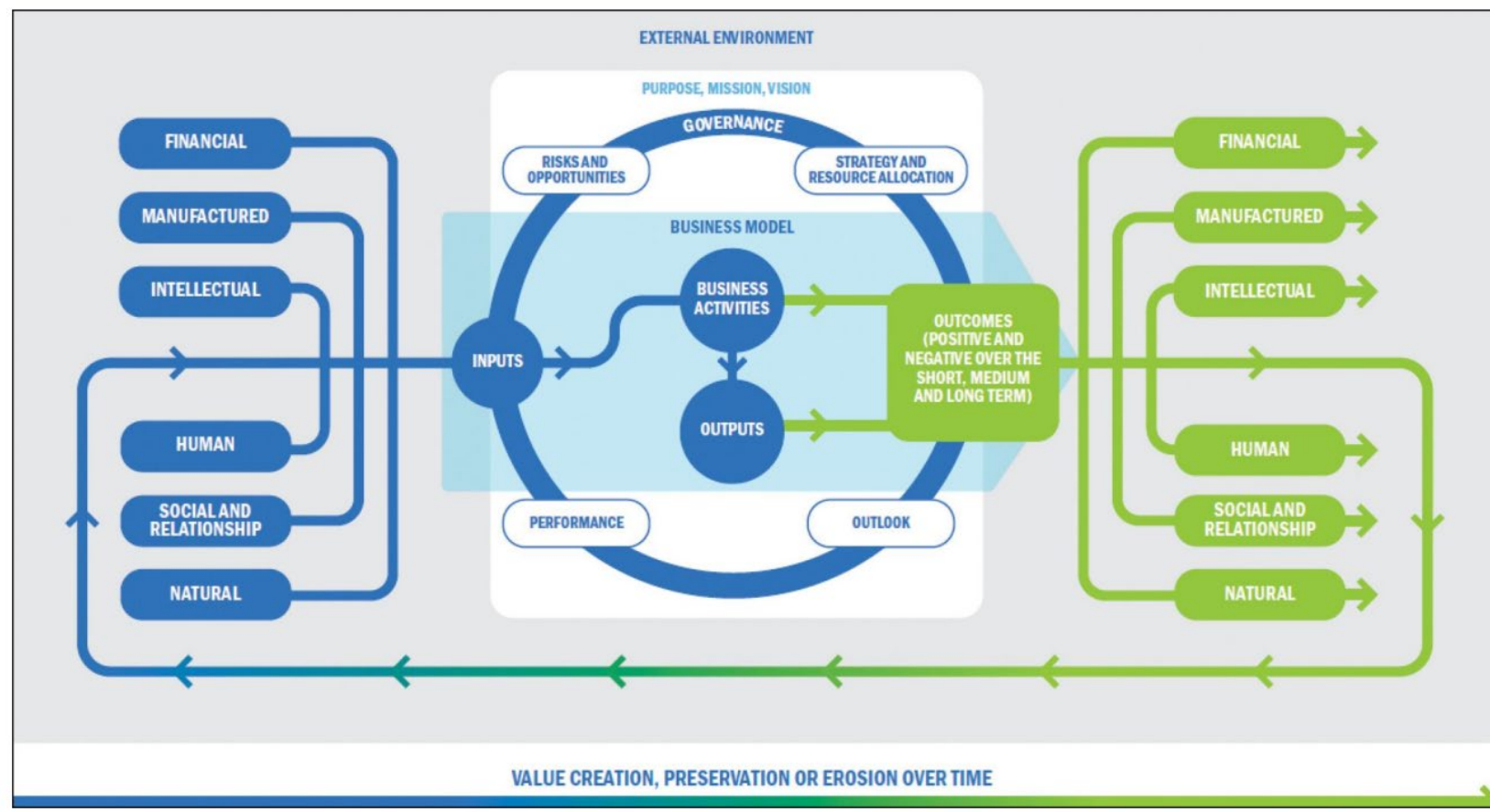
- Obligation for Dutch Pilots to explain to regulator ACM how tariff proposal contributes to
  - the efficiency, and
  - the productivity, and
  - the quality of the pilot service
- Strong focus by sector / ACM / government on efficiency & costs (pressure on tariffs)
- Strategic goal Dutch Pilots: creating mindshift away from sole focus on efficiency & costs
  - focus more towards added value = **safe** and **smooth** navigation of **shipping traffic**
- **Value creation model**: shows how organisation creates value for its customers and stakeholders



# Value creation model - 2



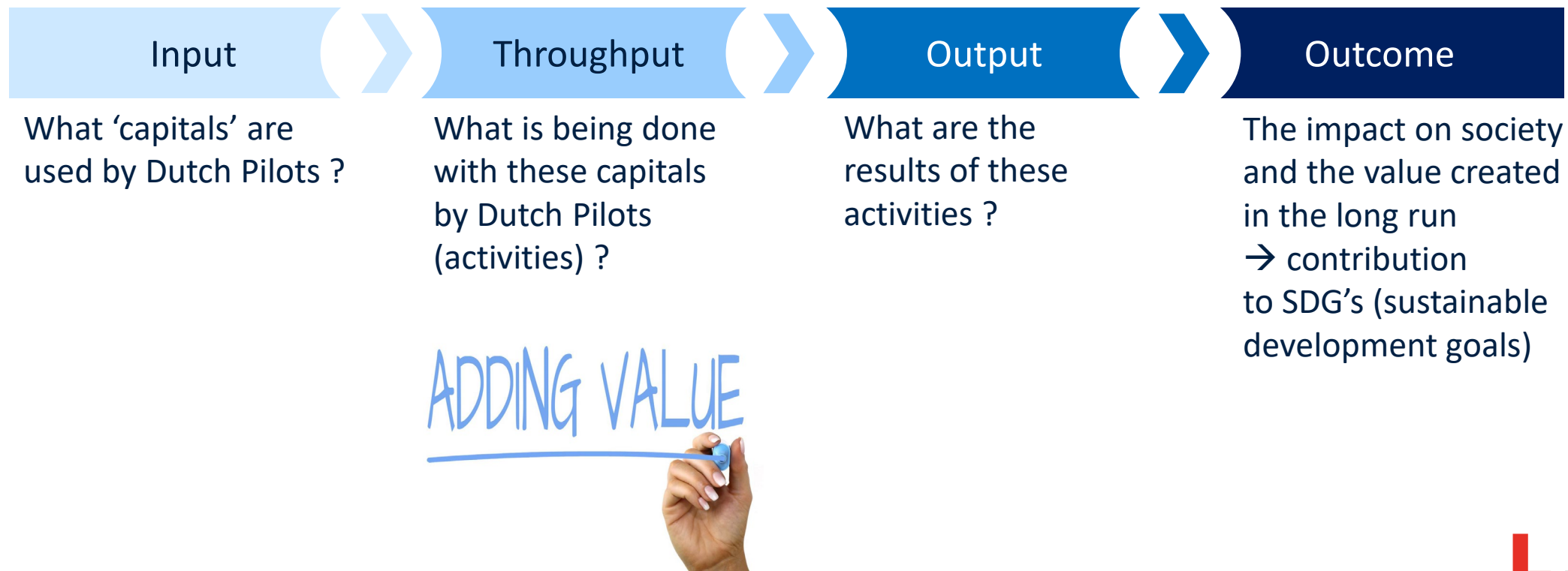
International Integrated Reporting Council (IIRC) [www.integratedreporting.org](http://www.integratedreporting.org)



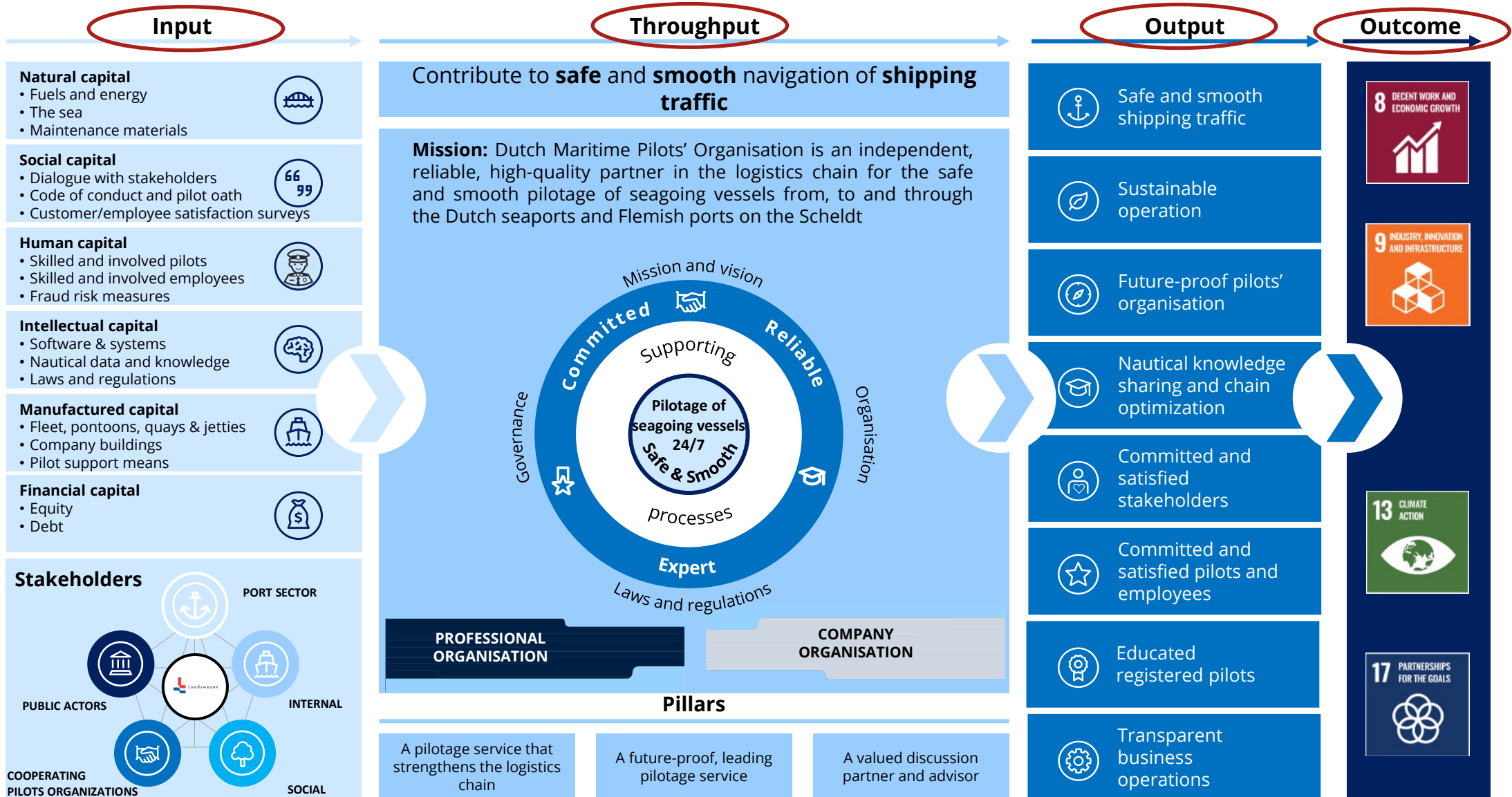
# Value creation model - 3



Showing the added value of Dutch Pilotage: safe and smooth navigation of shipping traffic



# Value creation model - 4



# Value creation model - 5



## Quality above efficiency and productivity !

### ✓ Dutch Pilots as a part of the maritime logistical chain

Quality, efficiency and productivity in the whole maritime logistical chain comes first; this before quality, efficiency and productivity of the Dutch Pilots

### ✓ Safe and smooth navigation of shipping traffic

Quality of the pilot service as expressed in terms of safe and smooth navigation of shipping traffic comes before efficiency and productivity

### ✓ 24/7 availability and continuity of the pilot service

Efficiency and productivity in delivery of the pilot service cannot deminish the 24/7 availability (short term) or the continuity of the pilot service (long term)



# ISPO



## ISPO: International Standard for Pilot Organisations

- Voluntary quality management system by and for pilot organisations
- Related to ISO 9001 - recognizable standard to the outside world
- Independent certification by classification society



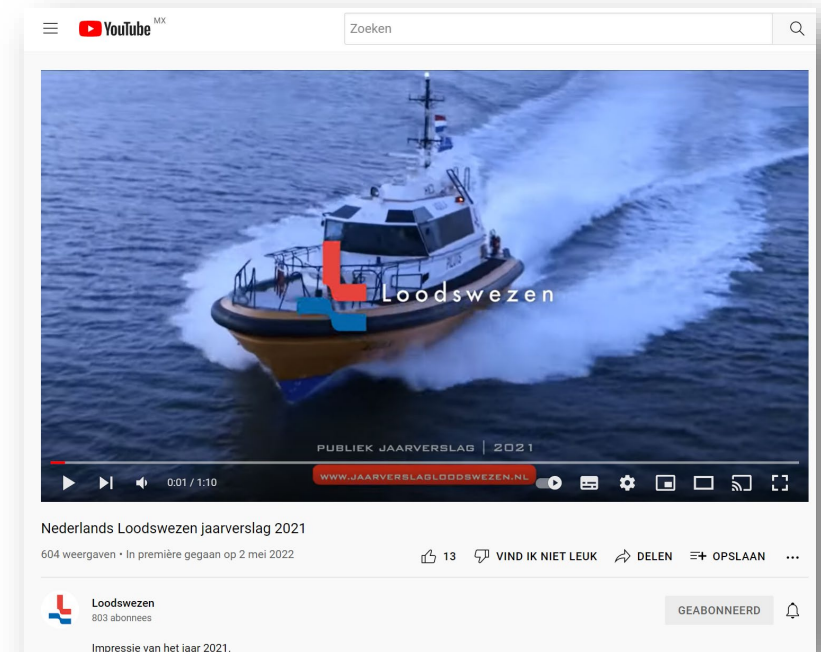
ISPO certified organizations	
01 - The Netherlands - Rotterdam	18 - Dubai - P&O Maritime FZE
02 - Belgium - Brabo - Antwerp	19 - Abu Dhabi - Adnoc
03 - The Netherlands - Amsterdam	20 - Australia - Woodside Energy Ltd
04 - Bulgaria - Varna	21 - Oman - Sohar
05 - The Netherlands - Noord	22 - Norway - Kystverket
06 - Scotland - Forth	23 - Spain - Santander
07 - Trinidad & Tobago	24 - Australia - Flinders Adelaide
08 - United Kingdom - Liverpool	25 - Australia - N-Queensland Bulk Ports
09 - Australia - Brisbane	26 - Australia - Gladstone
10 - Australia - Port Hedland	27 - Australia - AMG - Port Dampier
11 - Turkey - Ditaş Deniz - Izmir	28 - Australia - APG - Victoria
12 - United Kingdom - Port of Tyne	29 - Australia - ARP - Reef Pilots
13 - The Netherlands - Scheidemonden	30 - Australia - Darwin
14 - Kuwait - KOC - Mina Al-Ahwadi	31 - Australia - Southern Ports
15 - Abu Dhabi - Safeen	32 - Australia - Midwest Ports
16 - Ireland - Port of Cork	Representing ± 1375 pilots
17 - Spain - Palma de Mallorca	

[www.ispo-standard.com](http://www.ispo-standard.com)

# Communication - social media & website



Linkedin, Facebook, Instagram, Twitter, Youtube, corporate website, ....



3 days: > 15.000 views...





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- **Continuous improvement**

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# Continuous improvement

- Incorporation of quality report into the public annual report
- Expanding on KPI's (Key Performance Indicators) in the public annual report
- Renewal overall communication strategy Loodswezen + yearly action plan
- Expansion of quality consultation sessions with sector
- ....



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# Questions?



Connecting to regulators and stakeholders – Dutch Pilots - IMPA conference 2022 Cancun, Mexico



Thank you for your attention

[www.loodswezen.nl](http://www.loodswezen.nl)

