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Labor Conflicts Prevention and Resolution Strategies in
Port Container Terminals: A Case Study SOGESTER
Container Terminal – Port of Luanda, Angola

by:

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Abstract

Container terminals are the main entry and exit door for maritime trade, particularly in Africa, where operational efficiency depends on stable labor relations. Considered as an intensive capital investment business, the reason why mitigating labor conflicts is essential to avoid economic and social impacts, such as strikes affecting diverse stakeholders. This paper aims to identify strategies for prevention and resolution of labor conflicts based on human resource management and legal contexts. The research provides insights to public and private sector organizations to mitigate labor conflicts.

The main objective is to analyze sustainable actions adopted at the SOGESTER Container Terminal, at the Port of Luanda, with the aim of promoting stable labor relations, improving operational productivity, and mitigating institutional and logistical risks. A qualitative method was used, including structured interviews and document analysis to assess diverse stakeholder perspectives and identify best practices.

The findings recommend proactive human resource management practices, effective engagement and structured dialogue with labor unions, particularly in the implementation of automated processes, and the implementation of contingency measures to strengthen operational resilience. The research results show that perceptions of conflicts leading to a potential strike at SOGESTER's terminals vary by role but converge on the need for prevention initiatives. The investigation revealed both financial and operational management views, focused on technical resilience, insurance coverage, commercial and union perspectives, emphasising customer relations and working conditions.

Keywords: Labor conflicts, prevention, resolution, Strategies, Container terminals.

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List of Abbreviations

AGT	<i>Admistração Geral Tributaria</i> (Angola General Tax Administration)
AI	Artificial Intelligence
APM	APM Terminals
BNDES	<i>Banco Nacional de Desenvolvimento Economico e Social do Brasil</i> (Social and Economic Development National Bank (Brasil))
CCTV	Closed-Circuit Television
CFO	Chief Financial Officer (Diretor Financeiro)
DPW	Dubai Ports World
EBITDA	Earnings Before Interest, Taxes, Depreciation and Amortization
EBSCO	Elton B. Stephens Company
ERP	Enterprise Resource Planning
EU	European Union
HBS	Harvard Business School
HCM	Human Capital Management
HR	Human Resources
HSSE	Health, Safety, Security and Environment
ILO	International Labour Organization
IMO	International Maritime Organization
ISO	International Organization for Standardization
ISPS	International Ship and Port Facility Security Code
IT	Information Technology
LPI	Logistics Performance Index
MSC	Mediterranean Shipping Company
OCR	Optical Character Recognition
ODR	Online Dispute Resolution
OOCL	Orient Overseas Container Line

RAE	Real Academia Española
SA	Sociedade Anónima
SAGE	System for Accounting and Enterprise Management
SLA	Service Level Agreement
SOGESTER	<i>Sociedade Gestora de Terminais (Angola)</i>
SPSS	Statistical Package for the Social Sciences
TEU	Twenty-foot Equivalent Unit
TOS	Terminal Operating System
UK	United Kingdom
UNCTAD	United Nations Conference on Trade and Development
USD	United States Dollar
VGM	Verified Gross Mass

1 Chapter - Introduction

1.1 Background

The human element plays a relevant role in the port industry as a main resource of any company, and the reason why the stability of labor relations is fundamental to the success of this niche market. For this reason, terminal managers must implement sustainable human capital management practices to prevent conflicts that can lead to strikes and create operational disruptions.

Conflict is a natural part of the human condition; it has always been part of human history and daily life and is present in both personal and professional relationships. However, the way in which conflicts are handled can change just as individuals evolve, so do their environments, new cultures interact, new technologies and professions emerge, and as a result, new types of conflicts appear, along with new methods for managing them.

This study aims to analyze the strategies adopted by Sogester to prevent and resolve labor conflicts, identifying practices, challenges, and opportunities for improvement. By addressing a concrete case study, this research seeks to contribute to the strengthening of labor relations in the port sector, based on principles of social dialogue, justice, and organizational efficiency (ILO, 2013).

Between 2011 and 2021, African container throughput increased by nearly 50% from 24.5 million to 35.8 million TEUs (Cubuscontainers.co.uk, 2025). Additionally, the United Nations Conference on Trade and Development (UNCTAD) estimates that global seaborne trade will grow by 2.4% annually between 2025 and 2029, with containerized trade expanding by 2.7% due to rising demand for containerized goods (UNCTAD, 2024).

Figure 1 - Port of Beira



Source: Cfeditoren (2023).

According (cfeditoren, 2023), the World Bank's Container Terminal Performance Index 2021, stated that in the Sub-Saharan Africa region, the Port of Beira in Mozambique stood out by achieving the a rank of (270 basis points) among all container terminals in Southern Africa in terms of ship size range with less than 1.500 twenty foot equivalent (TEUs) (The Container Port Performance Index 2021, pp. 76. n.d.).

Furthermore, the 2023 World Bank Container Terminal Performance Index wich ranks ports based on vessel time in ports, classified Port of Beira as small port with the socre of (347 points) a result that demonstrates its operational increasing performance. On the other hand, Port of Luanda was rated as a medium-sized capacity port with 392 points, while the smaller Ports of Maputo (317 points) and Namibe (302 points) all of them located in the Southern African region (World Bank Group, 2024).

According to the International Labour Organization ILO (2023), África has experienced an increasing frequency of port-related strikes over the last two decades, often linked to wage

disputes, precarious working conditions, and resistance to automation. In Southern Africa, for example, major disruptions occurred at the Ports of Durban and Cape Town in South Africa (International Labour Organization ILO 2023); while Angola has also faced occasional conflicts leading to strikes in some port of Luanda terminals, mostly associated with employees of third parties' companies, union collective agreements rights, lack of working conditions (Valor Económico 2023).

1.2: Research question and Sub research questions

Currently, the lack of management and resolution of labor conflicts within organizations deteriorates organizational behavior, which negatively affects the overall corporate climate, productivity, and organizational outcomes (Gil, 2012).

In the Angolan context, the Sogester Container Terminal as an essential structure for the national economy has experienced few episodes of labor tensions linked to factors such as poor internal communication, working conditions, and the absence of integral mediation and conflict resolution mechanisms. This research aims to answer the main research question:

Main Research Question

- **What strategies can be improved at the SOGESTER Container Terminal – Port of Luanda, to effectively prevent and resolve labor conflicts?**

To effectively support the answer to the main research question, we have 4 sub-research questions.

Sub Research Question

1. What are the main causes of labor conflicts in a port container terminal?
2. What are the impacts of labor conflicts in port container terminals?

3. How can a port container terminal use a resilience strategy to overcome conflicts leading to strikes?

4. What sustainable measures can reinforce internal dialogue with unions to face future labor disputes?

1.3- Justification of the Topic

According to Marconi and Lakatos (2016), justification is an important part of a research proposal because it shows how the results obtained can contribute to solving or better understanding the formulated problem. However, according to World Bank on brief publication on sustainable development in shipping and ports, *maritime transport is the backbone of global trade, as more than 80 percent of goods are transported by sea and developing countries depend on shipping, accounting for around 55 percent of seaborne exports and 61 percent of imports* (World Bank Group, 2023).

The study is justified by the imperative necessity of labor peace stability in container terminals as a sine qua non condition for logistical and operational efficiency. In the Angolan context, where the Port of Luanda represents one of the main entries and exit point for imports and exports, understanding and improving strategies for managing labor conflicts is a strategic priority. The case study of Sogester offers a relevant empirical field, allowing for the analysis of the concrete reality of an operating port terminal, the challenges faced by management and workers, as well as possible solutions.

Additionally, the frequency and impact of labor strikes in some African ports while short- or long-term stoppages can result in millions of dollars in direct and indirect losses. In the case of Angola whose economy is depends highly on maritime imports of essential goods, fuel, and raw materials, labor disputes at the Port of Luanda have strategic implications reason why strengthening labor governance and implementing effective conflict prevention strategies are therefore not only matters of operational efficiency but also of national economic security.

1.4. General Objective

To analyze the strategies for the prevention and resolution of labor conflicts adopted by Sogester Container Terminal, at the Port of Luanda, with the aim of promoting stable labor relations, improving operational productivity, and mitigating institutional and logistical risks.

1.4.1. Specific Objectives

- ✓ Identify the main causes of labor conflicts in container port terminals.
- ✓ Analyze the impacts of labor disruptions on the operations of container port terminals.
- ✓ Evaluate resilience strategies that can be adopted by container port terminals to face and overcome labor disruptions.
- ✓ Propose strategic and sustainable measures to strengthen internal communication, union dialogue, and organizational resilience in the face of future labor disputes..

1.5. Propositions

- ✓ The implementation of formal and continuous channels of dialogue between workers and management significantly reduces the incidence of labor conflicts at the Sogester Container Terminal – Port of Luanda.
- ✓ The adoption of training programs in mediation and conflict management for operational leaders improves the internal capacity to resolve labor disputes and contributes to stability in labor relations.
- ✓ The revision and strict compliance with contractual conditions and employee benefits contribute to the prevention of strikes and protests, maintaining operational stability at the Sogester Terminal.

1.6. Research Limitations and Delimitations

1.6.1. Limitations:

- ✓ Access to sensitive information: Some data regarding internal conflicts and management strategies may be confidential, limiting access to complete information.
- ✓ Availability of participants: Conducting interviews or surveys may depend on the availability of workers and managers, which can affect the depth of data collection.
- ✓ Generalization of results: As this is a single case study, the findings cannot be generalized to all port terminals in Angola or other countries, although they may offer relevant insights for similar contexts.

1.6.2. Delimitation

This study is delimited to the Sogester Container Terminal, located at the Port of Luanda, Angola, and focuses exclusively on the labor conflict prevention and resolution strategies adopted by the company between 2014 and 2024. The research is centered on the relationships between management and the operational and administrative workers directly involved in the terminal's operations. It does not aim to cover other port terminals or analyze conflicts that are not directly related to Sogester's labor environment.

1.7. Thesis structure

Chapter 1 – Introduction – sets out the context and scope of the topic, formulates the research question and the objectives (general and specific), justifies the relevance of the study, explains the prepositions to be tested and describes the limitations and delimitations of the research.

Chapter 2 – Literature Review – discusses the concept and nature of labour conflicts, the principal models and theories of conflict resolution (both traditional and contemporary), power dynamics, cultural and psychological influences, the impact of technology,

globalisation, types of conflict in the workplace, the most common causes in port terminals and strategies for prevention and resolution. It also covers fundamental concepts relating to labour, containers, terminals and ports, with subsections on management models, systems, terminology, economic importance, logistics performance, indicators, international trade, logistics and customs protection.

Chapter 3 – Methodology – The research adopted a qualitative approach, structured as a case study at the SOGESTER Container Terminal in the Port of Luanda. Data was collected through semi-structured interviews with managers, workers, and union representatives, complemented by document analysis. The data were examined using content analysis, which made it possible to identify causes, impacts, and conflict resolution strategies. The study was limited to the period 2014–2024 and, it provides relevant contributions to strengthening labor governance in the Angolan port sector.

Chapter 4 – Case Study of Sogester – Container Terminal of the Port of Luanda – applies the theoretical frameworks to a concrete case, exploring the main sociological theories of conflict (including thinkers such as Karl Marx and Max Weber), the relationship between conflict and consensus and modern interpretations. It also presents a characterisation of the company, its history, labor conflict prevention and resolutions strategies, automation and digitalization initiatives and other angolan context specific information.

Chapter 5 – Conclusions and Recommendation – describes the findings of the study and provide sustainable recommendations applied according to the labor context.

2 Chapter - Literature Review

This chapter examines the idea and essence of industrial disputes, a basic description of existing literature, the main frameworks and doctrines of dispute settlement (both classic and modern), power relations, sociocultural and mental factors, the effect of technological change, global integration, forms of disputes in the work environment, the most frequent reasons in port terminals and approaches to avoid and address conflicts. It also explores basic notions relating to work, container units, terminal facilities and harbours, with subdivisions covering governance frameworks, operational structures, vocabulary, economic significance, logistical efficiency, metrics, global commerce, logistics and customs safeguards.

2.1- Concept and Nature of Labor Conflict

2.1.1 - Conflicts:

Conflicts: are disagreements or clashes arising from differences in interests, values, beliefs, or objectives between individuals, groups, or institutions (Robbins & Judge, 2017). Conflicts may emerge between employers and employees, among team members, or between departments. Conflicts can be constructive if managed well, leading to innovation and improvement, or destructive if ignored or poorly handled.

Any environment in which individuals live, work, and collaborate is inherently susceptible to conflict. In the workplace, where employees bring diverse backgrounds, personalities, opinions, and daily experiences, disagreements are inevitable. To manage these situations effectively, it is essential to understand the underlying causes of conflict and the available mechanisms for resolution. Common sources of workplace conflict include misunderstandings or ineffective communication, differences in opinions or perspectives, contrasting personalities, the influence of stereotypes or biases, variations in cognitive or learning styles, and perceptions of inequity or unfair treatment (Catherine, 2023).

Although conflict is a natural occurrence, many individuals feel uncomfortable addressing it, particularly when it involves colleagues. For business leaders and managers, however,

confronting such challenges is unavoidable. They are often required to navigate disagreements not only with peers but also to guide their teams through disputes in ways that preserve collaboration, trust, and organizational cohesion.

2.1.2- Labor:

Labor, refers to the human effort—both physical and mental—used in the production of goods and services (Samuelson & Nordhaus, 2001). In industrial and port operations, labor is a critical factor influencing productivity and performance.

Labor unions often represent collective interests, influencing labor policies and negotiations. According to Dr. Athanasios Pallis and Dr. Jean-Paul Rodrigue, port authorities are directly involved in the management and promotion of ports. With the increasing participation of private operators, the role of these entities has evolved from a traditionally administrative and regulatory function to a strategic role, oriented toward balancing public and private interests, promoting port competitiveness, and attracting investment (Pallis, A., & Rodrigue, 2020).

In the authors' view, these authorities may be public or private, and are responsible for administering, developing, managing, and, in some cases, operating ports and their infrastructures, in addition to coordinating and controlling port activities.

2.3- Understanding Conflict Resolution

Conflict resolution theories provide a framework for understanding how conflicts arise and how they can be managed effectively. These theories offer insights into the underlying mechanisms that drive disputes, and the various strategies used to resolve them (Mayer, 2012).

There are several schools of thought within the field of conflict resolution. Traditional theories generally focus on negotiation, mediation, and arbitration as formal methods of dispute resolution (Fisher, Ury & Patton, 2011).

Contemporary approaches integrate interdisciplinary perspectives, including sociology, psychology, and cultural studies. These theories consider relational dynamics and

communication styles, offering a more nuanced understanding of conflict beyond formal procedures (Deutsch, Coleman, & Marcus, 2014).

By examining these theories, professionals across fields such as law, management, and human resources can strengthen their approaches to conflict resolution. A solid understanding of the theoretical scope enables practitioners to apply more appropriate and effective strategies, tailored to the specific characteristics of each dispute..

2.3.1- Contemporary Approaches to Conflict Resolution

(Fisher, Ury & Patton, 2011), states that this method encourages openness and creativity in finding solutions that address the core concerns of all involved (Fisher, Ury & Patton, 2011).

Transformative mediation, on the other hand, seeks to empower parties and promote recognition of each other's perspectives, transforming the very nature of the conflict (Bush & Folger, 2005).

In addition to these methods, integrative conflict resolution is gaining traction. This approach combines analytical problem-solving with collaborative strategies, increasing the likelihood of a sustainable outcome (Deutsch et al., 2014).

Contemporary theories prioritize relationship-building and emotional intelligence, recognizing that effective conflict resolution goes beyond mere legalistic solutions (Mayer, 2012).

Power dynamics refer to the influence and control exerted by individuals or groups within a conflict situation and this aspect is fundamental to understanding conflict resolution theories, as the balance of power can significantly impact the outcomes and processes involved in resolving disputes (Deutsch, Coleman, & Marcus, 2014).

In many conflict scenarios, the party the employer often dominates discussions and negotiations. For instance, in labor disputes, management typically holds more authority than employees, which may lead to unbalanced resolutions. Such disparities can hinder

effective communication and mutual understanding, making it essential to acknowledge and address the underlying power structures during conflict resolution (Mayer, 2012).

Furthermore, power dynamics shape perceptions of legitimacy and fairness throughout the resolution process. When one party perceives itself to be at a disadvantage, this can lead to resentment and resistance toward proposed solutions. Methods such as mediation and facilitation aim to balance these dynamics by fostering a collaborative environment conducive to durable agreements (Bush & Folger, 2005).

Understanding power dynamics is crucial for legal professionals and conflict resolution practitioners. By analyzing these dynamics, they can implement more effective strategies that consider the interests and influence of all parties, thereby enhancing the effectiveness of conflict resolution practices and theories (Moore, 2014).

2.3.2- Cultural Influences on Conflict Resolution

As observed worldwide, cultural influences impacts the form of solving a problem. For example, collectivist cultures—such as many Asian societies often prioritize group harmony and cohesion over individual desires, leading to conflict resolution strategies that emphasize mediation and consensus-building (Hofstede, Hofstede, & Minkov, 2010).

As a result, understanding these cultural dimensions is essential for professionals working within the field of conflict resolution law (Avruch, 1998).

Language also plays a critical role in shaping perceptions of conflict. Idiomatic expressions or cultural references, for instance, may influence how disputes are framed and negotiated. Additionally, cultural traditions surrounding conflict—such as rituals or community gatherings can facilitate resolution by promoting open dialogue (LeBaron, 2003). Ultimately, the effectiveness of conflict resolution theories is enhanced when cultural contexts are taken into account. Recognizing the diversity of cultural influences allows legal professionals and mediators to tailor their approaches, thereby improving outcomes for all parties involved (Merry, 2006).

2.3.3- The Impact of Technology on Conflict Resolution

The integration of technology into conflict resolution has transformed traditional methods into more accessible and efficient platforms. Digital tools facilitate communication, enabling parties to resolve disputes remotely an approach that is particularly beneficial in legal and organizational contexts. The main technological advances influencing conflict resolution include:

- Online Dispute Resolution (ODR) platforms, which allow participants to engage in negotiations and mediations virtually (Rule, 2012).
- Artificial Intelligence (AI)-driven applications, which assist in analyzing conflict scenarios and suggesting potential resolutions (Katsh & Rabinovich-Einy, 2017).
- Videoconferencing tools, which enable face-to-face interactions even across geographical distances (Sourdin, 2021).

These innovations simplify the process of conflict resolution increasing participant engagement.

2.3.4 - Types of Conflicts in the Workplace

According to Catherine (2023), leaders must manage well their own conflicts and facilitate the resolution of those among their employees. In this process, leaders should highlight their responsibilities to employees whether ethical, legal, or economic.

Particularly with procedural fairness, it is imperative that leaders in different levels acting as mediators ensure impartiality in their actions.

2.3.5 - Common Causes of Labor Conflicts in Port Container Terminals

Conflict is understood to be inevitable and constant in all types of organizations; however, there are environments and situations that intensify its occurrence, especially when there is no effort to foster mutual understanding or to address the subject under discussion in a constructive way. Without such efforts, conflicts can escalate, creating bigger problems and generating a negative organizational climate (Oruca & Rocha, 2012). Generally the

causes of labor conflicts in container terminals are most related to fair salaries, bonus and proportional compensation and benefits policy applied to all employees.

(Tehrani & Yamini, 2020) states that effective labor disputes resolution as they arise, benefits employees' well-being and company's financial health and the first step is learning about five conflict resolution strategies.

2.3.6 - Strategies For Conflict Resolution In The Workplace

The International Labor Organization (ILO) identifies the basic principles of labor dispute resolution:

- a) Preventing the emergence of labor disputes;
- b) If a labor dispute is inevitable, guidance for its internal resolution;
- c) if necessary, the involvement of third parties (Heron & Vandenabeele, 1999; ILO, 2013).

Labor dispute prevention involves a preemptive dialogue between employers and workers so that their differing interests can be effectively aligned. Preventive measures can reduce or eliminate the risk of industrial disputes.

2.3.7- Conflict management

Most of the companies in the world promote strategies of inclusive communication, common understanding, and collaboration between individuals or groups in conflict.

Conflict management techniques include: cooperation, avoiding, accommodation and competition that is to assertively pursuing one's own interests and goals, sometimes to the detriment of the concerns of others.

2.3.7.1- Conflict Resolution:

Resolution is the process of resolving a problem, dispute, or conflict through formal or informal means, leading to an agreement or understanding (Fisher, Ury & Patton, 2011).

Actually, in different legal contexts conflict resolution methods include negotiation, mediation, arbitration, and litigation as well as alternative dispute resolution. Successful

resolution depends on communication, empathy, and a willingness to reach an agreement.

2.3.7.1.1- Labor Conflicts Prevention and Resolution Strategies in Container Terminals

The International Labour Organization (ILO, 2024) establishes that adherence to international standards on health, safety, and collective bargaining is crucial for conflict prevention; The document highlights that the application of international conventions creates a fairer and more resilient labor environment, strengthening trust between employers and workers.

In addition, referring to proactive measures taken to prevent the occurrence of undesirable events, such as accidents, errors, or conflicts (World Health Organization, 2014). In the context of labor and organizational management, preventive strategies aim to reduce the likelihood of disputes, accidents, or inefficiencies. Thus, this involves risk assessment, policy formulation, training, and the establishment of effective communication and safety protocols

According to Drewry (2022), the intensification of labor conflicts in ports is strongly linked to rising inflation and consequent wage dissatisfaction, which requires faster and more transparent wage negotiation policies to avoid prolonged strikes. In this sense, conflict prevention must be anchored in institutional mechanisms capable of responding to the economic pressures that directly affect workers.

For Budd (2021), labor relations in ports should aim at balancing divergent interests through preventive mediation and building mutual trust. The author observes that well-conducted negotiations significantly reduce the likelihood of strikes, ensuring operational continuity in terminals.

Notteboom, Pallis, and Rodrigues (2022), emphasize that unions play an essential role in mediating between port workers and operators, with social dialogue being the most effective tool to mitigate tensions. For the authors, flexibility in collective agreements and state regulation are decisive factors for stable labor relations in container terminals.

According to the 3rd edition of World Bank Port Reform Toolkit 2025, port modernization and privatization should not be driven solely by the logic of economic efficiency; they must also be accompanied by social compensations and participatory negotiations.

The world bank port toolkit, states that, as ports transition toward modernized operations, integrating digitalization and automation, and evolving labor practices, ensuring fair labor conditions remains a critical concern; Moreover, one of the main aspects to labor peace and avoid strike is the maintenance of workers legitimate rights to proper working conditions, social security, education, training, health and safety, workplace democracy and freedom from discrimination (Worldbank.org, 2025).

Pallis (2020), presents a global review of port unions, highlighting that local contexts — cultural, legal, and political — directly influence the intensity of conflicts and their resolution. Hybrid models of negotiation, combining centralization with local agreements, are considered the most effective in preventing long-term tensions.

Bichou (2019), notes that human resource management is a crucial part of port operations and that failures in this process can generate conflicts that compromise global logistics. Thus, staff planning and risk management become key elements not only for efficiency but also for stability in labor relations.

Kochan (2022), demonstrates, based on empirical cases, that pre-conflict mediation is more effective than corrective measures and the use of independent mediators allows negotiations to advance before the outbreak of strikes, reducing economic impacts and restoring trust among the parties involved.

In a more recent study, Bichou (2021) argues that risks related to automation and labor precariousness can only be mitigated through preventive strategies such as continuous training, worker involvement in decision-making, and contingency protocols.

2.4 - Importance of Port Sector in the Economy

As observed above, ports industry play an important role in the world economy and an eventual stoppage in the supply of the service to society certainly creat several impacts to economy. So, it is mention a brief overview of the economics impacts of conflicts leading to strikes in United States in the recent and past years cited by some relevant authors.

According to Peter Hall (2004), in his article “We’d Have to Sink the Ships: Impact Studies and the 2002 West Coast Port Lockout”, states that *in 2001 the ports on the U.S. West Coast handled about 253 million tons of cargo (Pacific Maritime Association, 2002). This cargo had enormous trade significance; according to Maritime Administration statistics, imports and exports accounted for approximately 183 million tons. The traded cargo was valued at just over \$300 billion, representing 42% of all U.S. waterborne trade. The six largest container ports on the West Coast—Los Angeles, Long Beach, Oakland, Seattle, Tacoma, and Portland—processed slightly more than half of all foreign-origin or destination containers passing through U.S. ports. The economic importance of these facilities, particularly to the export-oriented economies of East Asia, is beyond doubt.*

Ports are considered logistics platforms, considering the type of operations they perform, such as storage, packaging, transportation, and document control (Robles, 2015). However, with the integration of the global economy and the opening of markets, the transportation of large quantities of goods, internationally and globally, has gained importance for the sustained development of the economy (Gaur, 2005).

Hartman, (1969), affirmed that *approximately 16,000 longshoremen on the West Coast manage the movement of all this cargo between ocean- and land-based transportation modes. Current labor relations on the U.S. West Coast can be traced back to a protracted recognition strike in 1934 and the subsequent formation of the PMA in 1936 and the ILWU in 1937.*

Peter Hall, (2004), also affirmed that *the PMA includes all employers of longshoremen in the 29 cargo ports in the states of Washington, Oregon, and California, including steamship lines, terminal operators, and stevedores. The Longshoring Division of the ILWU represents more than 10,000 active members and is internally structured into 36*

locals that represent longshoremen (those who operate cranes or yard vehicles and secure and release lashings), clerks (who process paperwork and perform various planning functions), and foremen (who supervise).

From the author's perspective, the 1999 contract expired on July 1, 2002, and after nearly three months without significant progress in the negotiations, the employers' association declared a lockout against the union on September 27, 2002.

Thus, Caldeirinha (2014), believes that ports are of great importance in globalization and economic development, since they serve as a connecting link for all goods circulating around the planet, crisscrossing global logistics chains yet, according to coaching and training firm Bravely (pdf), 53 percent of employees handle "toxic" situations by avoiding them, and as matter of fact american businesses loses billion yearly due to the impact of unresolved conflict.

Ports undoubtedly enable globalization, facilitating the exchange of local and international goods across continents. As is well known, the existence of global logistics chains means that suppliers are located worldwide. In this case, distributors are among the main users of mass maritime transport due to the need to import and export their products, which can be liquid bulk, dry bulk, general cargo, or breakbulk (Robinson, 2012; Caldeirinha, 2010; Bottasso et al., 2014; Luz, 2019).

According to Cruz (2007), the port sector has always had significant economic and social repercussions in the countries where it operates, contributing to their development and wealth generation. It's worth noting that ports have evolved at various levels of loading and unloading points in the transportation chain and continue to evolve according to the operational environment. In fact, it's common knowledge that, during the slave trade, ships were the most widely used mode of transport to Europe and the Americas. Therefore, the importance of this sector to the economy is evident, especially with regard to international trade. In other words, international trade gains greater prominence and relevance through port activities, which have a much greater impact on imports and exports.

Furthermore, Estrada (2007), Pettit and Beresford (2009), and Keedi (2011), consider that ports play an important and strategic role in the global supply chain, given that a large

portion of export and import volumes are handled by international maritime transport. Furthermore, importers and exporters rely heavily on ports for large-scale purchases and sales.

For Frittelli, John (2024), in reference to the effect of the port strike on maritime commerce, as reported on the official U.S. Congress website, *the strike by port dockworkers (commonly called longshoremen) at East and Gulf Coast ports has raised concerns about the economic impact if the strike lasted more than a few days. The International Longshoremen's Association (ILA) and the U.S. Maritime Alliance, Ltd., the employers representing ocean carriers and port terminal operators, have not been able to renew their six-year labor-management agreement that expired on September 30, 2024.*

According to the author, the ILA represents longshoremen at East and Gulf Coast ports that handle containerized cargo—the loading and unloading of container ships—as well as "car carrier" ships that carry automobiles. The strike will not shut down other port activity, such as the loading/unloading of oil and gas tankers, and dry bulk vessels carrying products like grain and coal in bulk form. The ILA also handles supplies for cruise ships; reportedly, they will continue to work these ships to avoid disrupting the public's travel plans.

Table 1 – Top 20 U.S. Container Ports by Shipping Volume (TEUs), 2022.

Port Name and State	Imports	Exports	Total
Port Authority of New York and New Jersey, NY & NJ*	5,352,134	1,252,065	6,604,199
Port of Los Angeles, CA	5,231,585	1,192,756	6,424,341
Port of Long Beach, CA	4,675,674	1,056,910	5,732,584
Port of Savannah, GA*	3,012,685	1,317,230	4,329,915
Port of Houston Authority of Harris County, TX*	2,034,774	1,216,979	3,251,753
Port of Virginia, VA*	1,809,971	983,373	2,793,344
Port of Charleston, SC*	1,491,989	634,282	2,126,271
Port of Oakland, CA	1,032,499	655,035	1,687,534
Tacoma, WA	677,679	362,981	1,040,660
Port of Seattle, WA	705,931	207,408	913,339
PortMiami, FL*	578,156	310,807	888,963
Port Everglades, FL*	406,970	351,521	758,490
Baltimore, MD*	521,729	210,044	731,773
Philadelphia Regional Port Authority, PA*	535,820	137,708	673,528
Mobile, AL*	292,962	147,464	440,427
Port of New Orleans, LA*	126,820	224,979	351,799
Jacksonville, FL*	212,193	98,003	310,196
San Juan, PR*	217,324	55,950	273,274
Wilmington, NC*	120,996	116,187	237,183
Wilmington, DE*	187,541	16,850	204,391

Source: U.S Army Corp for engenieer, Waterbone Commerce statistic center

Frittelli, John, (2024) affirmed that *in 2022, East and Gulf Coast seaports accounted for 60% of the import and export containers shipped through U.S. seaports (the West Coast seaports accounted for 40%). This same year, East and Gulf Coast seaports accounted for 15 of the top 20 U.S.*

It is important to know the three port logistics channels to understand the importance of ports being logistics distribution channels, trade channels, and supply channels, and ports play an important role in the integration of these channels (Almotairi and Lumsden, 2009). Therefore, ports play an important role in coordinating the flow of goods and services, without ever neglecting transportation, being an integral part of the entire global supply chain (Carbone and Martino, 2003).

2.4.1 - Port Logistics Performance Indicators

It is important to emphasize that performance management and evaluation are important issues in the world of human resource management and organizational management (Machline, 2011).

These two terms are closely linked or related to people management. For Machado and Portugal (2014, p. 262), this is reinforced by the statement that performance is the quintessential tool of people management, as it aligns the results and behaviors of individuals, over time, with the company's strategic and operational objectives.

However, that there is more convergence than divergence among these indicators as it is important to highlight that logistics performance indicators are fundamental for analyzing competitiveness between countries, that is, in logistics terms and beyond, as they imply the adoption of a competitive strategy (Bazani, 2017).

Box 1 - Models of Port Authority Management

Management Model	Main Characteristics	Examples
Public	<ul style="list-style-type: none"> - Most common in secondary ports. - Strong state presence. - Objectives focused on the public interest. - Structure defined by national or state legislation. 	Secondary ports in various countries.
Private	<ul style="list-style-type: none"> - Rare in the global scenario. - Occurs in cases of full privatization. - Private companies take full control of the port and associated real estate. - Greater focus on efficiency and profitability. 	United Kingdom (cases of full privatization).
Hybrid	<ul style="list-style-type: none"> - Predominant model. - Combines public and private objectives. - Port authorities act as shared value organizations. - Balance between regulation, competitiveness, and investment attraction. - Flexible structure to meet market demands and public policies. 	Port Authority of New York and New Jersey; continental European ports.

Source: Rodrigue & Notteboom (2019).

For Bowersox and Closs (2001), logistics performance indicators are Performance standards that, in global terms, represent a set of important information for the strategic decision-making process in logistics, monitoring and identifying critical points of success or failure in the execution of logistics activities. The performance of ports and their terminals has been the subject of study by several scholars due the objective to establish

a single standard or method for measuring the performance of port activities (Wanke, 2013).

According to Eusébio (2015), there are many reasons why a port should be evaluated, in addition to the goals that must be established and compared:

- a) It is necessary to know the effectiveness of the operation;
- b) It is necessary to know the efficiency of the operation;
- c) It is important to compare current performance with past performance;
- d) compare what was planned with what was achieved;
- e) It is important to compare with competing ports; Based on current performance, it is necessary to adjust goals for future periods; It is necessary to promote business and attract new customers;

Believe that port management can only improve with a constant evaluation of the performance of its activities, as this can be fundamental in managers' decision-making processes and helps eliminate unnecessary activities. Therefore, it is essential that port performance be measured regularly to ensure it is aligned with established objectives and goals. When an indicator system has clear definitions of what to measure, why to measure it, and deadlines for new measurements, it ensures the proper functioning of the performance evaluation system (Bourne et al., 2000).

According to the author, comparisons with a model should be made based on the indicators presented to enable better port performance. Thus, the author discusses prices, costs, vessel berthing time, vessel dwell time, and container movement. Used Maslow's pyramid to study port performance. Therefore, they consider that every organization is a living organism and, nevertheless, has needs that must be met, based on a pre-established hierarchy. Thus, the needs of Maslow's pyramid were adapted to the organization's reality.

2.4.2 Port Performance and Maritime Trade Facilitation

The report reinforces that efficient ports drive economic growth, job creation, and investment attraction, particularly in developing countries.

Box 2 - Comparative Framework – Port Performance and Strategies according to UNCTAD

Port Performance Challenges	Strategies Recommended
Congestion and logistical bottlenecks during peak demand periods (e.g., pandemic).	Invest in resilient infrastructure and expand terminal operational capacity
Lack of efficient connectivity with the hinterland, causing delays in cargo flows.	Improve multimodal integration (roads, railways, logistics corridors) to reduce congestion and costs
Increase in container vessel calls, putting pressure on infrastructure and workforce.	Strengthen stable labor relations and invest in training to handle traffic peaks
Constant disruptions (climatic, geopolitical, pandemics) affecting maritime transport regularity.	Enhance organizational resilience, promote digitalization, and accelerate the energy transition
Risk of reputational damage and loss of competitiveness due to delays or conflicts.	Implement sustainable practices, ensure operational predictability, and prioritize human capital management

Source: UNCTAD (2024).

Therefore, according to UNCTAD (2024), Port Performance and Maritime Trade Facilitation develops as follows:

- Resilience in the new normal: The report underlines that the global maritime sector must accept that disruption has become part of the new normal, requiring organizational resilience, accelerated digitalization, and a faster energy transition. In the African context, this means that human resource management and the prevention of labor conflicts become central pillars, given their direct impact on operational continuity.

The UNCTAD (2024), report emphasizes that port performance and maritime trade facilitation are key to post-pandemic recovery, highlighting improvements in logistics efficiency and operational regularity. It stresses the importance of hinterland connectivity to reduce congestion and strengthen supply chains, as well as the significant growth in container ship calls, which increases pressure on terminal capacity.

According to the author, moreover, it underlines that resilience, digitalization, and energy transition are essential in the sector's new normal.

2.5 Theories

2.5.1- Traditional Theories of Conflict Resolution

Traditional conflict resolution theories primarily center on negotiation, mediation, and arbitration as core mechanisms for handling disputes as those approaches are characterized by structured methodologies in which parties engage in discussions to identify common interests and seek mutually acceptable outcomes (Moore, 2014).

This process often emphasizes collaboration and interest-based bargaining, aiming to produce win-win solutions (Fisher, Ury & Patton, 2011).

Mediation, in contrast, introduces a neutral third-party facilitator who guides dialogue and assists disputants in reaching an amicable settlement (Boulle, 2005).

Arbitration is another prominent traditional method, wherein an impartial arbitrator renders binding decisions after reviewing evidence and hearing arguments from the conflicting

parties. Unlike mediation, arbitration results in a definitive verdict, which both parties are obligated to accept, thereby concluding the dispute efficiently (Menkel-Meadow, 2001).

These traditional theories form the foundation of conflict resolution law, providing frameworks that have evolved over time to manage disputes across various contexts while ensuring fairness and equity for all involved.

Karl Marx (1818–1883), characterized society as composed of individuals from different social classes who must compete for social, material, and political resources, such as food and housing, employment, education, and leisure.

a) Karl Marx and Friedrich Engels: Class Conflict

Karl Marx and Friedrich Engels were pioneers in formulating Conflict Theory, understanding it as the driving force of social transformation. For the authors, “the history of all hitherto existing societies is the history of class struggles” (Marx & Engels, 1848, p. 14).

In the author view, Conflict arises from the relationship between the bourgeoisie (owners of the means of production) and the proletariat (exploited labor force), being considered inevitable and structural. According to Marx, this antagonism leads to the necessity of social revolution to overcome inequality and build a classless society.

b) Ralf Dahrendorf: Authority and Domination

Dahrendorf (1959), reformulated Marxist theory, shifting the focus of conflict from the economic sphere to the sphere of authority and power. For him, “conflict is inherent in relations of domination, present in any organizational structure” (Dahrendorf, 1959, p. 125).

While Marx saw class struggle as central, Dahrendorf emphasized that conflict can arise in any organization companies, schools, and governments whenever there is inequality in access to authority.

c) Lewis Coser: Conflict as a Social Function

Lewis Coser brought a more functionalist view, understanding conflict as an element that can have positive functions within society. For the author, “conflict is not only destructive; it can serve to maintain the cohesion and identity of a group” (Coser, 1956, p. 8).

Coser highlighted that internal conflicts help groups adjust norms, strengthen bonds, and innovate in their social practices.

2.5.1.1- Evaluating the Effectiveness of Conflict Resolution Theories

Evaluating the effectiveness of conflict resolution theories involves examining their practical applications, outcomes, and adaptability across different contexts. Theories such as interest-based, relational, and transformative approaches have demonstrated success in addressing interpersonal conflicts by fostering mutual understanding and collaboration (Bush & Folger, 2005; Fisher, Ury & Patton, 2011).

Quantitative assessments and qualitative case studies provide valuable insights into the success rates of these theories in real-world scenarios because mediation practices grounded in these principles often show higher levels of satisfaction among disputants compared to adversarial approaches (Boulle, 2011).

In diverse societies, culturally sensitive approaches yield better outcomes and underscore the importance of local customs and values in successful resolution processes (Avruch, 1998).

As observed, conflict resolution theories remains relevant and effective. In summary, the ongoing evaluation of conflict resolution theories is necessary to ensure their applicability in diverse contexts where people interact.

Future theories are expected to embed cultural competence as a central component, ensuring that resolution approaches are respectful and relevant to all parties (Avruch, 1998; LeBaron, 2003).

Harmonizing human interests with ecological sustainability, reflecting a critical evolution in the scope of conflict resolution theories (Bartos & Wehr, 2012).

Within the dynamic field of conflict resolution law, a traditional and contemporary theories provides essential frameworks for understanding and addressing disputes, by applying diverse theoretical approaches, practitioners can navigate complex conflict scenarios more effectively (Folger, Poole & Stutman, 2017).

As observed, it is fundamental to integrate cultural, psychological, and technological insights to achieve constructive outcomes in conflict issues.

2.5.2- Psychological Theories Related to Conflict Resolution

Understanding emotions, as conflicts usually arise from feelings of frustration, anger, or perceived injustice and addressing these emotions is essential to achieving successful conflict resolution outcomes (Halperin & Gross, 2011).

This theory posits that individuals experience psychological discomfort when their beliefs and actions are inconsistent and can motivate individuals to resolve conflicts as a way to restore harmony between their attitudes and behaviors, thereby contributing to effective resolution processes (Festinger, 1957).

By recognizing the emotional and cognitive foundations of conflict, practitioners can facilitate more empathetic and productive negotiations, ultimately leading to more sustainable outcomes (Mayer, 2012).

Having a goos understanding of these theories promotes capacity to managers prevent and find diverse solutions to eventual conflicts occurring in companies, in particular in ports.

2.5.3 Human Needs Theory

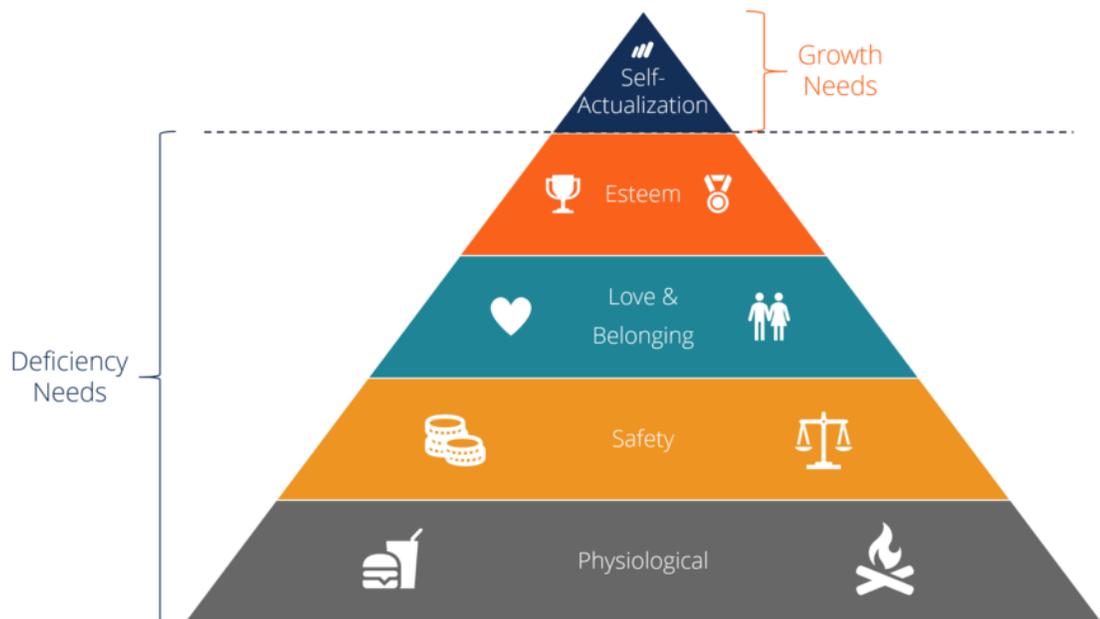
Human needs include a sense of security and recognition. There are fundamental needs all humans have (Park, 2010).

People have basic needs such as security, a loving sense of belonging, and self-actualization. Additionally, people need friendship; everyone needs harmonious relationships with colleagues and friends. Everyone hopes for love and to be loved by others (Rubenstein, 2001).

The problem with this theory is that people's needs can change in different periods and circumstances. Individuals may not satisfy all their needs simultaneously. It is difficult to determine how and when our needs can be met, especially in times of social chaos.

This observation is particularly evident in the port sector, where labor instability, precarious working conditions, and union tensions frequently result in strikes and work stoppages. In many ports, worker unhappiness stems precisely from the inability of management to respond effectively and consistently to employees' shifting needs whether related to job security, recognition, remuneration, or social belonging. In such contexts, the frustration of basic and social needs can easily trigger collective demands that directly affect operational continuity and the economic performance of ports.

Figure 2 - Maslow's hierarchy of needs



Source: Corporate finance institute (2015).

Robbins (2012, p. 152) states that the most well-known theory on motivation and job satisfaction is undoubtedly the hierarchy of needs theory, developed by Abraham Maslow. In this framework, he distinguishes five (5) needs grouped into two different levels, namely: higher-level needs and lower-level needs, as described below:

a) Lower-level needs include: Physiological needs, Safety needs.

b) Higher-level needs include: Social needs, Esteem needs, Self-actualization.

By contrast, the experience of Sogester provides a valuable counterexample: the company has managed human resources effectively and fostered constructive relationships with unions, thereby mitigating the risk of widespread dissatisfaction. Through participatory management practices and constant social dialogue, Sogester demonstrates that attending to the multiple dimensions of human needs can be an effective strategy not only to prevent strikes but also to strengthen worker motivation, commitment, and labor stability—factors that ultimately sustain its competitive performance in the port sector.

2.5.4. Conclusion of the Literature Review

Labor conflicts emerges from multifactor issues and generally are complex. Thus, below it is presented a brief insights of what we can effectively learn form literature and its direct link with the case and thematic we are discussing.

The literature underscores four key points: the causes of conflicts (low wages, poor communication, perceptions of injustice, automation), their impacts (loss of productivity, financial costs, weakened trust, reputational damage), the strategies for prevention and resolution (dialogue, leadership training, preventive negotiation, contingency planning), and the theoretical contributions, which stress the inevitability of conflict, the importance of meeting human needs, and the value of empathy, communication, and technology for sustainable solutions.

Box 3 – Conclusion table of the Literature Review

Dimension	Main Factors Identified	Implications for Research	Interviews
Causes of Conflict	Wages, working conditions, poor communication, automation	Allow mapping of perceptions about the origins of conflict	What are the main reasons for labor dissatisfaction at the terminal?
Impacts	Decline in productivity, financial losses, relational strain	Reinforce the need for preventive management	What consequences do workers perceive in the event of a strike?
Strategies	Social dialogue, mediation, resilience protocols	Serve as a guide to evaluate current practices	Are there effective channels of dialogue between management and unions?
Theories	Conflict, human needs, cultural and psychological approaches	Provide a critical lens for the research	How does current management respond to workers' basic needs?

Source: Author's original research (2025).

3 Chapter – Methodology

This chapter presents the methodological foundations of the study, which is characterized as a qualitative case study. The nature of the research problem which seeks to understand the dynamics of labor conflicts and conflict resolution strategies in port container terminals, with emphasis on the case of the SOGESTER Container Terminal in Luanda, Angola. Qualitative research provides the necessary depth to explore meanings, perceptions, and practices in their real context.

3.1 – Justification of the Case Study

The SOGESTER Container Terminal was selected as the case study because of its strategic importance in Angola's maritime trade and its relevance to the national economy.

Furthermore, the terminal has faced the typical challenges of labor relations, while also being recognized for maintaining constructive social dialogue and good relations with unions. This duality makes it a relevant and representative case for examining conflict prevention and resolution strategies in the port sector.

3.2 – Data Collection Instrument

The primary instrument used for data collection was the semi-structured interview linked to relevant literature, which is widely recognized in qualitative research as a means to obtain in-depth insights into participants' perceptions and experiences (Pocinho, 2012; Minayo, 2017). A total of five interviews were conducted with key informants, including union commission representing employees, managers, and operational staff at SOGESTER with relevant experience in the maritime sector, and from 25 to 65 years old,

The interviews were designed with open-ended questions, allowing respondents to elaborate freely while ensuring that all central themes related to labor conflicts and their resolution were addressed.

The interview guide was carefully validated to ensure clarity, objectivity, and consistency of the questions. This process aimed to guarantee that all participants understood the questions in the same way, thus improving the reliability of the collected data.

3.3 – Data Analysis Procedures

The qualitative data collected through interviews were analyzed using content analysis, as proposed by Bardin (2011). This involved careful reading of the transcripts, thematic categorization, and interpretation of meanings, with the aim of identifying recurring patterns, differences, and nuances in the participants views. This approach allowed for the construction of critical reflections that link empirical evidence to the theoretical framework discussed in the literature review.

3.4 – Limitations of the Study

As with any qualitative research, this study presents certain limitations. The relatively small number of interviews restricts the extent to which the findings can be generalized to the broader port sector. Instead, the results should be understood as exploratory and illustrative of the specific context of the SOGESTER Container Terminal. Furthermore, the reliance on self-reported data may introduce subjective bias. Although faced diverse constraint, the study provides scientific attitude and contribute to the enrichment of studies in strategic human resource management and labor relations in maritime and port industry..

4. Chapter - Results and Analysis

This chapter shows that the analysis of results goes beyond numbers: it combines descriptive statistics and interpretations of the findings to understand the functioning of the terminal. It demonstrates that logistics performance is directly linked to management, communication, and internal social relations, and that failures in these dimensions compromise the entire supply chain.

4.1 - A Case Study of the SOGESTER Container Terminal – Port of Luanda, Angola

About Sogester - Terminal Management Company Inc. Case study structure, its important to note that most of information have company institutional website and corporate magazine entitled Panorama: Sogester is a company dedicated to creating advantageous logistics solutions for Angolan exports and imports. It is also a strategic joint venture between APM Terminals and Gestora de Fundos de Angola, being one of the four main container terminal operators at the Port of Luanda. Operating under a 20-year + 5-year license granted by the Port Authorities, Sogester is committed to providing high-quality services in loading, unloading, and container storage. As a vital link in Angola's logistics network, Sogester plays an essential role in connecting the country to global supply chains and driving national economic growth:

In 2019, the Sogester Container Terminal, located at the Port of Luanda, invested about 25 million USD in cargo handling equipment, IT system upgrades, and facilities. Last month, a new LH800 mobile harbor crane with a 20-row outreach was delivered. This addition will enable the Sogester Container Terminal to efficiently operate the largest ships docking at the port without operational restrictions. This will benefit all shipping companies docking at the terminal—currently Maersk, CMA-CGM, Cosco, and OOCL. By the end of the year, two more LH800 cranes, each with a 23-row outreach, will be commissioned. New handling equipment, including reach stackers, terminal tractors, and empty container handlers, already ensure customers can collect containers more quickly, with truck turnaround times currently around 41 minutes (Sogestersa, 2025).

The import process at Sogester has also been improved to expedite container collection. Import containers are held at the terminal for about three days; however, the terminal continues to work closely with its clients to further reduce this time. The Sogester Container Terminal is the only terminal operator with permanent ISPS approval in Angola. Since cargo security is a fundamental priority, continuous improvements are made, including recent CCTV installation in the yard and at the gate. Regarding IT solutions, a priority gate will soon be available for clients able to handle data through Electronic Data Interchange. Sogester is a partner of TradeLens, a digital platform empowering companies and authorities along the supply chain with a single, secure source of shipping data, enabling more efficient global trade. The company also plans to offer fully integrated online invoicing and payments with customs for simpler, more efficient customer service. (Sogestersa, 2025).

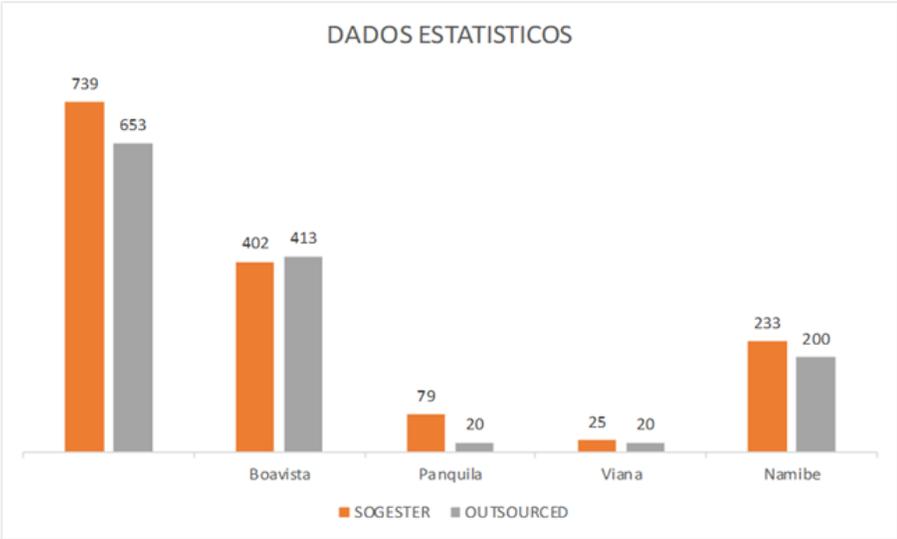
Employees the greatest asset. At Sogester, inclusive environment is cultivated to promote team growth. Equipment exchange refers to the strategic swapping of equipment among operators, improving operational efficiency and ensuring continuity of port activities. Detailed equipment exchange reports to streamline this process among operators. The TEU (Twenty-foot Equivalent Unit) is a standard measure used in the port and logistics sector to express the cargo capacity of container ships and terminals. At Sogester, inclusion policies maintain a safe and equitable working environment for all our employees. Operations are executed quickly and safely, ensuring excellence at every stage of the logistics process. The Verified Gross Mass (VGM) is the total weight of a loaded container, including cargo, packaging materials, and the empty container itself. Declaring the correct container weight is essential for maritime transport safety and a requirement by the International Maritime Organization (Sogestersa, 2025).

As part of this commitment, discrimination or harassment is not tolerated in the company. Fair, inclusiveness on daily work, and welcoming work environment for all are daily promoted. This measure is important for determining how many containers fit on a ship or terminal, ensuring better space organization and demand forecasting. The objective of the new Performance Management system is to evaluate and manage each employee's contribution to achieving the company's strategic goals. (Sogestersa, 2025).

Figure 3 - Human Resources of SOGESTER (Headcount by Location, 2023)



1º HEADCOUNT	SOGESTER	OUTSOURCED
	739	653
Boavista	402	413
Panquilha	79	20
Viana	25	20
Namibe	233	200



Source: Author based on SOGESTER Human Capital Data

SOGESTER has the largest workforce in Luanda, followed by Namibe, while Panquilha and Viana have fewer than 100 employees each. Overall, 53% are internal staff and 47% outsourced, showing a balanced distribution.

4.1.1 - Where We Came From

The infrastructure of the Port of Luanda began its modernization in 1941 and was officially inaugurated on June 15, 1945. In 2007, Sogester took over the concession of the container terminal and boosted its development, establishing it as a reference in the African continent. This included the concession of the container terminal at the Port of Luanda in 2007, the arrival of the first mobile cranes in 2009, the first onshore container depot in Panguila in 2009, winning the Namibe Port concession in 2014, building the second onshore depot in Viana (industrial zone) in 2019, and the official inauguration of the Viana depot in 2021 (Sogestersa, 2025).

4.1.2 – Operational Solutions

Sogester selected IFS Applications 9, using Finance and Human Capital Management (HCM) modules, to modernize and integrate its operations. Implementation focused on improving transparency, optimizing finance and HR workflows, and increasing data accuracy. To face these challenges, Sogester needed a powerful ERP platform to optimize core operations, increase transparency, and support its growth ambitions (Sogestersa, 2025):

- **Integrated Platform:** Unified finance and HR systems into a single cohesive platform to drive multifunctional efficiency.
- **Customizable and Scalable:** IFS ERP allowed Sogester to tailor the system to the specific workflows of each terminal and scale operations as needed.
- **Real-Time Insights:** Provided immediate visibility into key metrics such as financial performance and workforce management.
- **Advanced Reporting and Analytics:** Enabled data-driven decisions through deep insights into operational trends and resource planning (Envecon, 2025).

4.1.3 – Impact

With IFS ERP, Sogester significantly improved its internal operations and built a solid foundation for sustainable growth:

- Increased operational efficiency: Integration between finance and HR minimized redundancies and streamlined processes.
- Faster, informed decisions: Real-time visibility enabled agile, data-driven decision-making;
- Customized workflows: Industry-specific configurations reduced the need for extensive custom coding and aligned with business needs;
- Advanced analytics: Enhanced visibility into performance metrics and workforce trends;
- Scalable infrastructure: Positioned Sogester for continuous growth and future expansions with a flexible, robust ERP system (Sogestersa, 2025).

- Business Challenge:

Sogester faced various operational obstacles limiting its ability to optimize terminal services and efficiently manage increasing demands, including:

- Fragmented finance and HR systems;
- Limited real-time visibility of financial and workforce performance;
- Manual reporting and slow decision-making processes;
- Lack of scalability to support growing operations and workforce;
- Need for a sector-adapted solution without extensive custom development (Envecon, 2025).

Loading and unloading containers on ships requires an approach that considers the protection of involved professionals and the cargo. Sogester combines safety practices, extensive experience, and cutting-edge technology to ensure agility and cargo preservation. Recognizing the importance of environmental preservation and balance for sustaining life on Earth, Sogester Women's Network planted 65 tree seedlings along the new Marginal. The activity, entitled "One Woman, One Tree," had support from local administration, Sogester management, and the Angola Ports Association, achieving

positive results. Sogester container terminal provides fast access to goods and advanced spatial organization processes, optimizing cargo flow efficiently (Sogestersa, 2025).

SOGESTER's mission is to provide innovative, safe, and efficient logistics solutions that drive Angola's sustainable development. Its vision is to be the preferred logistics partner nationwide, with excellence and global impact. The commitment to values includes safety, honesty, humility, valuing human resources, constant innovation, and socio-environmental responsibility (SOGESTER, 2024) (Zwela.tech, 2024).

Commitment to the future: More than transporting cargo, transport opportunities, progress, and development. Every project executed is a solid step toward building a more prosperous Angola. As a company providing loading, unloading, and container storage services, besides creating logistics solutions tailored to client needs, and an influential part of the infrastructure linking the country to a global logistics chain. Sogester is one of the four operational container terminals at the Port of Luanda, having obtained a 20-year + 5-year license from the Port Authority. In recent years, the port and logistics sector has undergone unprecedented changes driven by new technologies, environmental demands, and global economic challenges (SOGESTER, 2024).

Africa, as a strategic hub for global supply chains, is at the forefront of these transformations as Dr. Anatolio Barreira, Sogester's Deputy Managing Director, shares his perspectives on trends shaping the future of the port and logistics sector in 2025, and how Africa's advances in digitalization, capacity building, and infrastructure development are preparing the ground for growth. Main Trends in Ports and Logistics (Zwela.tech, 2024).

4.1.4 – Automation and Digitalization: A New Era of Efficiency

As stated above, and according to SOGESTER Managing Director, they are making the transition process to automated and digitalized operations including syndicates in the process in order to protect jobs promoting a democratic management in order to value the human element as main active of the company by creating training programs as reskilling and upskilling:

The SOGESTER management attitude above, is in line with recent World Bank Group Port Reform Toolkit, on its social and labor aspects - module 7 that states that several trends reshaped the nature of port employment such as automation and digitalization with the adoption of automated cranes, AI driven system and remotely controlled equipment, certainly reduce labor force and create demand for more technologically skilled force (Group, 2025).

Benefits: Lower costs, increased safety, and better cargo flow management make automated ports more competitive;

Sustainability: Green Ports and Environmental Initiatives;

With growing global environmental challenges, sustainability has become a fundamental pillar of port and logistics strategies. Green technologies and renewable energy adoption are transforming operations worldwide;

Africa's Role: African ports are investing in green solutions to ensure sustainable growth;

Forecast: By 2025, green initiatives will be central to over 70% of global port operations ship (Sogester, 2024).

In the fast-paced world of logistics and shipping, improving operational efficiency, maintaining safety standards, and meeting increasing environmental demands are constant challenges. Sogester continues to lead in implementing innovative technologies ship (Sogester, 2024).

One of the latest modernization steps was implementing Optical Character Recognition and Automatic Data Inspection (OCR and ADI) in the maritime area, developed by Camco. This project aims to automate cargo handling processes, improve operational efficiency, and reduce human factor impacts ship (Sogester, 2024).

Optical Character Recognition (OCR) Technology

OCR technology enables automatic recognition and reading of container identification numbers, ISO codes, presence of seals, etc., while an automatic data inspection system detects damaged containers, eliminating the need for manual data entry. As a result, the

terminal reduced cargo handling time, decreased human errors, and increased safety due to timely detection of container damages. Integration with the Terminal Operating System (TOS) ensures precise control and real-time monitoring of containers arriving at or departing from the terminal by ship (Copyright © Sogester, 2024).

4.1.5 - OCR Technology (continued)

The OCR project at Sogester is being implemented in phases. The first phase automated the terminal entrance gate, controlling truck entry and exit (LinkedIn 2025). The next step is implementing the system in the maritime terminal area to automate container tracking during movement between ship and terminal, as well as expanding automated data collection and analysis capabilities.

4.1.6 - Use of Advanced Technologies

The use of advanced technologies allows Sogester to optimize operational processes and increase the accuracy and transparency of operations, minimizing human factor influence. With the final implementation of OCR and ADI solutions, the terminal will be able to provide shipping companies with proof of container condition at reception and dispatch, helping to avoid disputes and increase customer trust. These initiatives make Sogester the first terminal in Angola to implement such technologies, reinforcing its position as a regional innovation leader. The system is currently in testing phase until the end of February. After test completion, results will be analyzed and used for future development according to competitiveness needs, improving customer service quality and significantly contributing to the modernization of Angola's logistics infrastructure (SOGESTER, 2024).

4.1.7. Key Achievements of SOGESTER

Sogester has been recognized through the years as a leading container terminal operator in Africa by Global Ports Forum, an internationally recognised event in the port sector, earning in the 2025 event significant distinctions that highlight its operational excellence and leadership in the port industry in Africa

- Best Port Container Terminal in Africa – Awarded for two consecutive years, reinforcing the company's reputation for efficiency, innovation, and quality service;

- Best Port Container Terminal in Africa with best performance in Health, Security and Environmental issues;
- Best Container Terminal CEO in Africa – Award granted to Dr. Frans Jol, recognizing his exceptional leadership and contribution to the development of the terminal sector on the continent. These awards serve as a testament to SOGESTER’s continuous commitment to excellence, competitiveness, and sustainable growth in the maritime and logistics industry (Panorama, 2024).

4.1.8. Comparison with other Container Terminals in the Port of Luanda

While Sogester has consistently demonstrated leadership in labor conflict prevention and strategic human capital management, other terminals within the Port of Luanda have faced significant labor-related challenges over the past decade.

Case of the Multipurpose Terminal of the Port of Luanda

According to Valor Económico (2023), the Port of Luanda clarified that, out of more than 1,000 workers operating at the terminal currently managed by DP World, only 725 had formal contractual ties with the entity. The remaining 536 workers were subcontracted by the previous manager, SoPortos – Transporte e Descarga SA., through a temporary work company. This arrangement generated labor instability and insecurity, especially after the concession shifted to DP World. Reports indicate that employees feared mass dismissals, with an estimated 736 workers at risk of unemployment, creating an environment of uncertainty and conflict within the workforce. Although the Port administration denied mass layoffs, it acknowledged that subcontracted workers’ contracts were outside the scope of direct protection by the terminal or the Port.

Such dynamics contrast with SOGESTER’s approach, where labor conflict prevention strategies and strong employee relations have been prioritized. By focusing on transparent communication, contractual stability, and proactive human capital management, SOGESTER avoided similar disruptions, ensuring operational continuity and safeguarding corporate reputation.

How ever, Luanda Port Authority, as observed above, on his role of land lord govern model have a close relation with container terminal operators on terms created by concessioons agreements where they creat sctriect rules and mechanisms to cooperate, mediate and prevent conflicts; in line with their main role to mänge assets and diverse stakeholders realtions, besides the supervision of operational and day to day activities in the diverse terminal (<https://www.facebook.com/jeanpaul.rodrique.1>, 2020).

4.2 Results and Analysis of the Research

To assess the potential impacts of strikes at SOGESTER's Container Terminal, a modest, but relevant literature review linked to five semi-structured interviews were conducted with senior managers, middle management, and trade union representatives. The aim was to capture differentiated perceptions regarding the operational, commercial, financial, and reputational consequences of a strike, as well as the possible mitigation measures. These interviews provide a comparative perspective on the potential effects of labor disruptions at the Luanda Container Terminal. The following section presents the central questions, responses, and interpretative analyses, highlighting areas of convergence and divergence.

Question 1 – What is the expected operational impact of a strike at the terminal?

Responses:

Managing Director (MD): Emphasises the company's resilience, noting that in the African context, one- or two-day delays are generally acceptable to clients. He further stresses that the terminal has generators and reserve equipment to maintain operations for up to three days. However, he acknowledges that a complete stoppage of subcontracted companies could effectively shut down the terminal.

CFO: Considers that a 24-hour impact would be minimal, as part of the variable costs would be reduced, and the terminal has specific insurance for such events. He underlines, however, that while immediate effects may be controlled, prolonged strikes could threaten operational sustainability.

Commercial Director: Disagrees with this optimistic view, highlighting that any interruption undermines monthly targets, contracts, and revenue forecasts. From her perspective, even short strikes diminish client confidence and harm competitiveness.

HR Manager: Agrees that the immediate operational impact may be mitigated but warns that worker morale and relations with supervisors deteriorate rapidly, affecting productivity even after the strike ends.

Union Committee: Shares the view of serious impact, stressing that beyond operational losses, strikes also entail social and reputational consequences if structural issues of dialogue and working conditions are not addressed.

Analysis:

A clear division emerges between senior management and commercial/union areas. Top management tends to downplay immediate effects, relying on technical and financial resilience, whereas market-oriented departments and workers highlight medium-and long-term risks. The literature supports this divergence: differing risk perceptions between managers and employees complicate the design of effective prevention strategies (Hall, 2004; Coser, 1956).

Question 2 – How would a strike affect client relations?

Responses:

MD: Minimises the impact, suggesting that ships would “arrive later” but would not stop calling at the port, showing confidence in Luanda’s strategic position.

Commercial Director: Warns that even short delays generate complaints, renegotiations, and potential contract cancellations. She further emphasises the risk of cargo diversion to competing ports such as Walvis Bay (Namibia) or Durban (South Africa).

Sales Executive: Reinforces this point, classifying the impact as “severe” and estimating losses above €500,000 in the event of a prolonged stoppage. He stresses that international clients have low tolerance for delays and demand predictability.

HR Manager: Adds that international customers value labor stability and that recurrent strikes undermine confidence in management, regardless of financial compensation.

Union Committee: States that strikes directly damage client relations, as they project an image of organisational fragility and failure in labor relations management. It highlights that clients interpret conflicts as a lack of dialogue between management and workers, generating distrust and undermining the terminal's credibility. Stable commercial relations, it notes, are only possible if supported by stable labor relations.

Analysis:

While top management relies on Luanda's geographical and strategic advantages, commercial managers emphasise rising international competition and the growing demands of global clients. This discrepancy illustrates how underestimating reputational effects can be dangerous, since client confidence is a fragile intangible asset (UNCTAD, 2024; Frittelli, 2024).

Question 3 – What are the expected financial impacts?

Responses:

CFO: Notes that short-term effects can be mitigated through insurance and financial reserves, stressing that the terminal has mechanisms to withstand brief disruptions.

Commercial Director: Provides detailed calculations: in SOGESTER Container Terminal in Port of Luanda, a 24–48-hour strike could impact revenues of USD 60,000–120,000/day, while at SOGESTER Container Terminal in Port of Namibe, the losses would be USD 3,000–12,000/day. Even limited in time, such losses affect monthly income, budgets and key performance indicators (KPIs).

Sales Executive: Projects losses exceeding €500,000 in the case of prolonged stoppages, also stressing the knock-on effects on logistics partners.

HR Manager: Highlights hidden costs such as absenteeism, post-strike productivity decline, staff turnover, and recruitment expenses, which are rarely included in financial estimates.

Union Committee: Stresses that the root problem is not only financial but also linked to wages, social dialogue, and working conditions.

Analysis:

There is consensus that financial losses are inevitable, but divergence in how they are perceived. Whereas financial management sees them as “controlled risk,” commercial areas and unions stress that strikes have structural and long-term effects, impacting not only the terminal but the entire supply chain. This interpretation aligns with Hall (2004), who demonstrated that indirect costs of port strikes often exceed immediate cash-flow estimates.

Question 4 – What mitigation measures can be adopted?

Responses:

MD: Focuses on operational flexibility, redundancy of equipment, and adaptation to local conditions.

CFO: Advocates financial and risk-management instruments (insurance, reserves, budgetary planning).

Commercial Director: Suggests structured communication and compensation plans for clients: force majeure clauses, goodwill credits, temporary fee waivers, and real-time risk dashboards.

HR Manager: Argues that the real “insurance” against strikes is worker satisfaction, proposing well-being programmes, recognition schemes, mediation training, and strengthened social dialogue.

Union Committee: Insists on structural solutions such as periodic audits of working conditions, salary revisions, and institutionalised mediation practices. The union represents about 60% of SOGESTER’s workforce (over 150 workers), underscoring its relevance in the study. Using content analysis, the research identified causes, impacts, and resolution strategies of conflicts. Despite limitations in interviews and data

confidentiality, the study, focused from the years 2014–2024, and offers valuable contributions to labor governance in Angola’s port sector.

Analysis:

The strategies split into two broad orientations: a reactive and technical approach (management) versus a preventive and relational approach (commercial and union perspectives). The literature on port labor governance reinforces that purely technical contingency plans are insufficient without strengthening social dialogue (World Bank, 2023; UNCTAD, 2024).

5 Chapter – Conclusions and Recommendations

The interviews conducted with senior managers, middle management, and trade union representatives at SOGESTER indicate that the impacts of a strike at the Luanda Container Terminal go far beyond the immediate operational disruption. While top management (MD and CFO) expressed confidence in the company's technical and financial resilience, relying on reserves, redundancy, and insurance, the Commercial area, Human Resources, and the Union Committee converged in emphasising that even short stoppages can generate prolonged and cumulative effects, particularly in terms of client trust, reputation, and organisational climate.

From an operational standpoint, there is a distinction between a perception of technical resilience and the recognition that worker morale and motivation are equally decisive for the continuity of operations. Commercially, strikes are interpreted as a direct threat to customer loyalty and regional competitiveness, since delays can lead to the diversion of cargo to competing ports. Financially, there is consensus on the inevitability of losses, but divergence as to their nature: financial management views them as calculated risks, whereas commercial, HR, and union actors stress the hidden and structural costs that affect the entire logistics chain.

With regard to mitigation measures, the strategies reveal two distinct orientations: on the one hand, reactive and technical approaches (insurance, reserves, redundancy), defended primarily by management; on the other hand, preventive and relational approaches (social dialogue, revision of working conditions, well-being programmes, and mediation), emphasised by the areas most connected to clients and workers. International literature confirms that only multidimensional solutions, combining technical resilience with strengthened labor relations can ensure organisational sustainability and stability in the port sector. Thus, it can be concluded that effective strike prevention and mitigation depend less on isolated financial mechanisms and more on the capacity to build mutual trust and continuous dialogue between management, workers, and clients. This integrated perspective points to the need to align port management practices with labor governance models that prioritise social cooperation as a cornerstone of strategic resilience.

The propositions are confirmed by the empirical findings.

Continuous dialogue between management and workers proved essential to prevent conflicts, as interviews showed that even short strikes undermine trust, reputation, and organizational climate. Training leaders in mediation and conflict management was also validated, since technical resilience alone (insurance, reserves, redundancy) is insufficient without addressing worker morale and motivation. Likewise, the revision and strict compliance with contractual conditions and benefits emerged as key preventive measures against strikes. Overall, the results indicate that sustainable conflict management in the port sector depends less on reactive financial mechanisms and more on building trust, fairness, and continuous social dialogue, aligning technical resilience with strengthened labor relations as the foundation of organizational stability.

Answers to the Research and Sub Research Questions

The central research question investigated what strategies can be improved at the Sogester Container Terminal – Port of Luanda, to effectively prevent and resolve labor conflicts.

The results of the study reveal that a balanced approach is required, one that integrates operational resilience, financial safeguards, labor governance, and customer-oriented strategies. Management highlights mechanisms such as strike insurance, financial reserves, and technical flexibility, employees and union representatives stress the importance of transparent dialogue, automatic wages revision proportional to annual inflation rate, and improved working conditions. This indicates that sustainable conflict prevention and resolution strategies must combine both managerial and labor perspectives.

With respect to the first sub-question – identifying the main causes of labor conflicts in a port container terminal – the research showed that these originate from both internal and external factors. Internally, the absence of institutionalized dialogue, dissatisfaction with remuneration, and concerns about working conditions were emphasized by the union.

Externally, the macroeconomic downturn, revenue fluctuations, and rising competition from international operators such as DP World Terminal creating additional tension between operational demands and employee expectations. Thus, labor conflicts emerge from dual pressure: unmet employee needs and competitive market dynamics.

Regarding the second sub-question – the impacts of labor conflicts – the findings demonstrate that conflicts leading to strikes can significantly disrupt operations, finances, and reputation. Sixty percent of respondents foresee at least a moderate impact on terminal operations and supply chains, and eighty percent anticipate revenue losses exceeding €100,000. Furthermore, reputational damage was expected by the majority, indicating that even short-term strikes can erode trust with customers and shipowners, potentially leading to cargo diversion to competing ports. Therefore, labor conflicts are not isolated events but threats to long-term competitiveness.

The third sub-question – how resilience strategies can be used to overcome conflicts – revealed that existing practices, such as technical redundancy, strike insurance, and financial reserves, are essential but insufficient. Managers believe these mechanisms provide operational stability, but commercial departments and unions argue that they fail to address the deeper risks of client dissatisfaction and labor discontent. Resilience therefore needs to be expanded beyond financial and technical aspects, incorporating structured contingency planning, real-time communication with clients, and transparent agreements with employees. This highlights that resilience in port terminals must be multidimensional: technical, financial, commercial, and social.

Finally, the fourth sub-question – proposing sustainable measures to reinforce internal dialogue with unions – pointed to several recommendations. Establishing a permanent dialogue committee, investing in mediation training for managers and union representatives, and conducting regular audits of working conditions are crucial steps. In addition, wage revisions and transparent renegotiation of collective agreements should be pursued to strengthen trust and prevent future disputes. By institutionalizing labor diplomacy through regular briefings and open communication channels, Sogester can not only reduce the likelihood of conflicts leading to strikes but also consolidate its corporate

reputation as a reliable port and logistics partner.

In summary, the research confirms that effective conflict prevention at Sogester requires the following actions;

- A holistic approach;
- Management confidence in financial and operational resilience complemented by strong labor governance and customer-focused strategies;
- Insurance and contingency measures, but above all, trust, inclusive dialogue, and proactive engagement with workers and clients at all levels.

For future studies, as this research does not end with the recommendations above but can be used as a starting point for further investigations, serving political decision makers, port executives, investors and students, it is recommended to start earlier with investigation due to eventual constraints and availability of sustainable data from the main stakeholders resulting in a few sustainable information. Thus, as this is a wide thematic, it is noted that should assess the economic impact of conflicts leading to strikes in deep in container terminals in southern Africa, because could contribute significantly prevent conflicts and avoid several impacts to African economies.

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Appendix

1. Interview – Managing Director (MD)

Focus: Strategic vision of top management.

As part of this research, which aims to gain an in-depth understanding of the impacts of strikes and labor disruptions at the terminal, as well as to identify strategies for conflict prevention and mitigation:

Question 1: From a management perspective, how do you assess the immediate and long-term operational impacts of a strike at the terminal?

Question 2: Do you believe that international clients would accept delays caused by strikes? How would this affect regional competitiveness?

Question 3: What do you consider to be the overall financial consequences of a strike for the company and the logistics chain?

Question 4: Which management and leadership strategies do you believe are most effective in preventing and mitigating labor conflicts?

2. Interview – Chief Financial Officer (CFO)

Focus: Financial impacts and risk management.

As part of this research, which aims to gain an in-depth understanding of the impacts of strikes and labor disruptions at the terminal, as well as to identify strategies for conflict prevention and mitigation:

Question 1: What would be the operational effects of a strike from a financial perspective (e.g., additional costs, reduced activity)?

Question 2: How do you assess the impact of strikes on client relations, considering possible financial compensations?

Question 3: What types of immediate and indirect financial losses could result from a strike (cash flow, revenue, opportunity costs)?

Question 4: Which financial instruments or mitigation mechanisms (insurance, reserves, budget adjustments) could be applied to reduce the impact?

3. Interview – Commercial Director

Focus: Clients, revenues, and reputation.

As part of this research, which aims to gain an in-depth understanding of the impacts of strikes and labor disruptions at the terminal, as well as to identify strategies for conflict prevention and mitigation:

Question 1: In what ways do strikes directly affect commercial operations (e.g., contract fulfilment, cargo flows)?

Question 2: How does a strike influence client trust and loyalty?

Question 3: What immediate financial effects can be identified, such as revenue losses, contract cancellations, or cargo diversion to competing ports?

Question 4: Which communication and compensation strategies do you consider most appropriate to mitigate the negative effects on clients and partners?

4. Interview – Human Resources Manager (HR)

Focus: People management and organisational climate.

As part of this research, which aims to gain an in-depth understanding of the impacts of strikes and labor disruptions at the terminal, as well as to identify strategies for conflict prevention and mitigation:

Question 1: What are the operational impacts of a strike from the perspective of worker motivation and productivity?

Question 2: How does a strike affect the company's image among clients, from a human resource management perspective?

Question 3: What are the indirect financial costs associated with strikes (absenteeism, staff turnover, loss of productivity)?

Question 4: Which measures of social dialogue, recognition, and well-being programmes could be adopted to prevent and mitigate conflicts?

5. Interview – Union Committee

Focus: Workers' perspective and conflict prevention.

As part of this research, which aims to gain an in-depth understanding of the impacts of strikes and labor disruptions at the terminal, as well as to identify strategies for conflict prevention and mitigation:

Question 1: How do you assess the immediate and long-term operational impact of a strike at the terminal?

Question 2: In your view, how does a strike influence client trust and the company's reputation?

Question 3: What do you consider to be the main financial and social costs of a strike for workers and for the company?

Question 4: Which prevention and mitigation measures does the union support (social dialogue, wage revision, audits of working conditions, mediation)?

SOGESTER S.A.



Sogester SA is a company dedicated to the provision of services at the level of loading, unloading and storage of containers. We are an influential part of the infrastructure that connects the country to a global logistics chain.

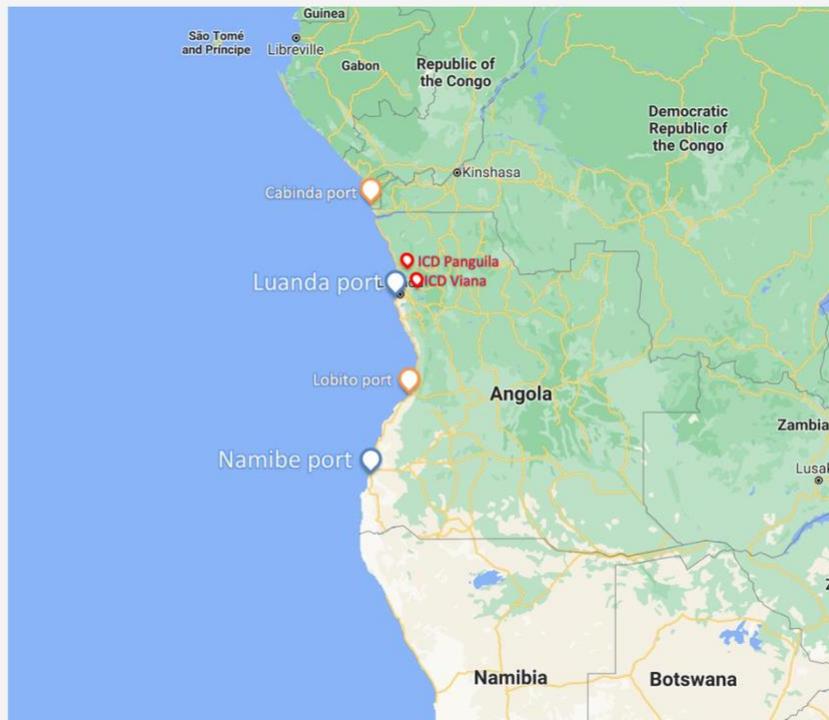
MISSIONS

Supporting the “sustainable” development of Angola through the provision of logistics and transport infrastructures in international standards.

VISION

To be a preferred partner in inter-modal logistics in Angola, combining local and international experience built, on the foundation of excellence and security.





BOAVISTA TERMINAL

- Total area 14 ha
- Capacity of 800K TEUS/year;
- 508 Reefer plugs;
- Liebherr mobile cranes: 7 LHM 550 + 1 LHM800
- Length TC1/2 - 360 meters ; TC3 new is 210 meters
- TC1/2= 11.5/11.7 m. TC3 12.5
- Distinguished technical / equipment maintenance facility;
- Power treatment plant for reefer containers;
- Reefer monitoring system;
- VGM certification for export cargo;
- Mobile Harbor Cranes simulator;
- Main cargo type – containers.
- Gate cabins – 12, Gate lanes - 6



NAMIBE TERMINAL

- Total area 12 ha
- Pier Extension: 754 meters
- Draft: 10 meters
- Capacity: 200K TEUS/year
- Multipurpose Terminal
- Gate Cabins: 2
- Reefer connections: 100
- Power treatment plant for reefer containers;
- Reefer monitoring system;
- VGM certification for export cargo;
- Main cargo - Granite blocks

One Stop Shop

- Single point of contact with clients
- Queue Management System
- Convenient location at the entrance to the port
- As neighbours branches of all major banks



VIP One Stop Shop

- Single point of contact with VIP clients
- Appointment system
- Convenient location at Sogester building
- Parking

ICD Panguila

- Total area - 37 hectares
- Opened a second group of gates in 2014
- Guaranteed Equipment availability
- Upgraded IT connectivity
- Perimeter fencing elevated, video surveillance implemented
- Lighting and soil marking upgraded
- Reefer yard underground cabling
- Non-bounded area
- Weighting bridge (VGM)
- State of the yard Customs inspection area with X-Ray



ICD Viana

General Information

Completed in Q2 of 2015

- Total area 9.5 hectares
- Yard Capacity of 3,636 TEUS
- Reefer plugs 384

Purpose

- ICD in Viana, Luanda's industrial heart close to all major importers with easy road access

Implementation process

Implementation process is fully supported by a professional Solvo team which came on site in Angola together with back-office support team in St. Petersburg, Russia.

Specially for Sogester – Solvo organized Portuguese speaking trainer, who can lead training process on site.

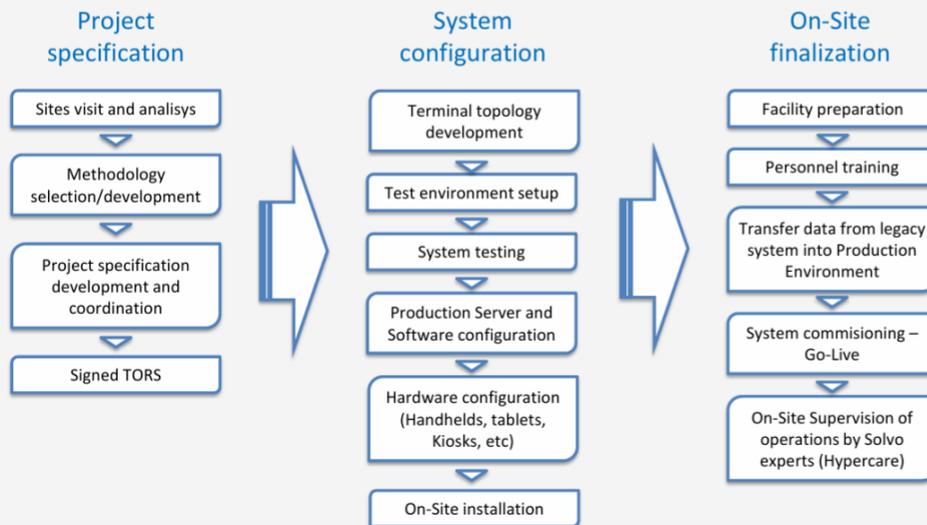
As a pilot it was decided to start with Namibe terminal automation. Implementation of operational part was successfully completed by the end of December 2019.

Started from January 2020 our teams started to plan automation for the main terminal in Luanda, but suddenly Covid came with all kind of restrictions to travel.

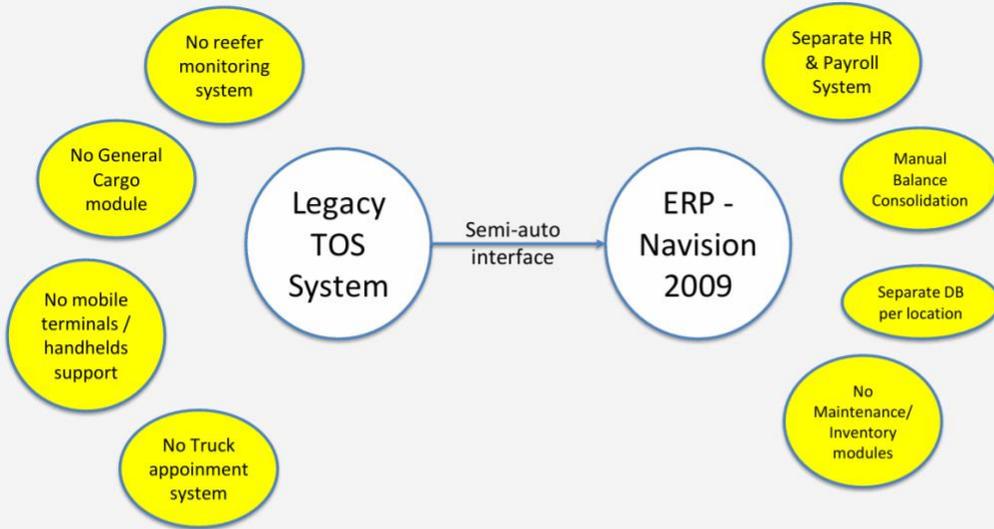
Despite this fact our teams continue to communicate and fine-tune Solvo.TOS to the Sogester’s requirements. It was quite a hard work to do many thing remotely, but our teams manage to complete this challenge.

Also, with some release in restrictions Solvo team managed to arrive in Angola to do on site training (on going now) and system commissioning. Full go live for Solvo.TOS in Sogester is planned for February 2021.

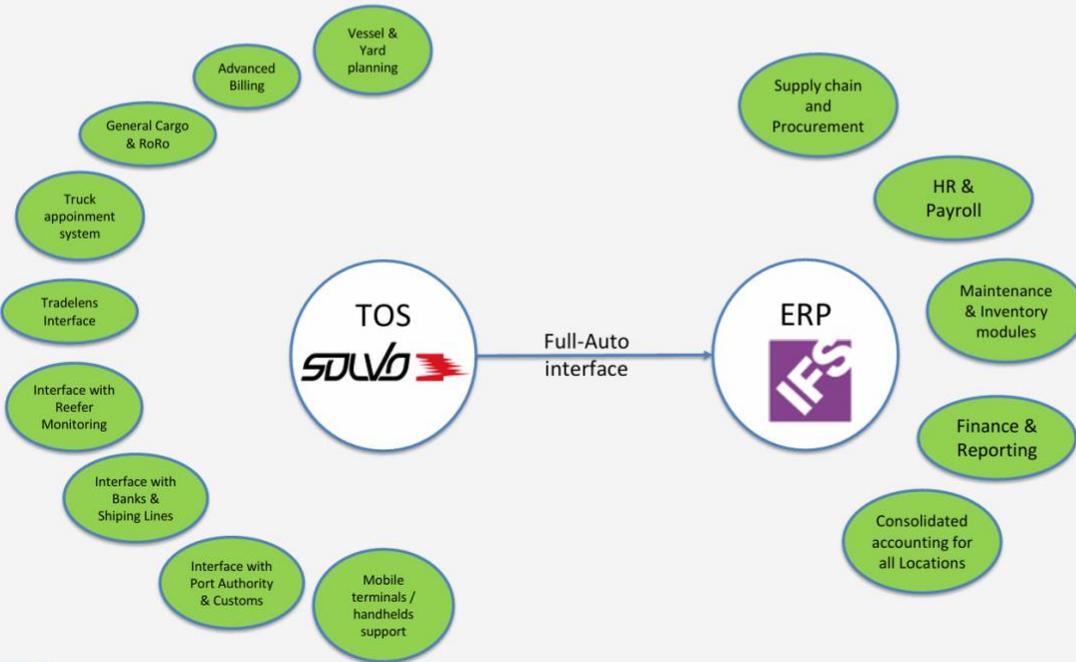
Implementation process



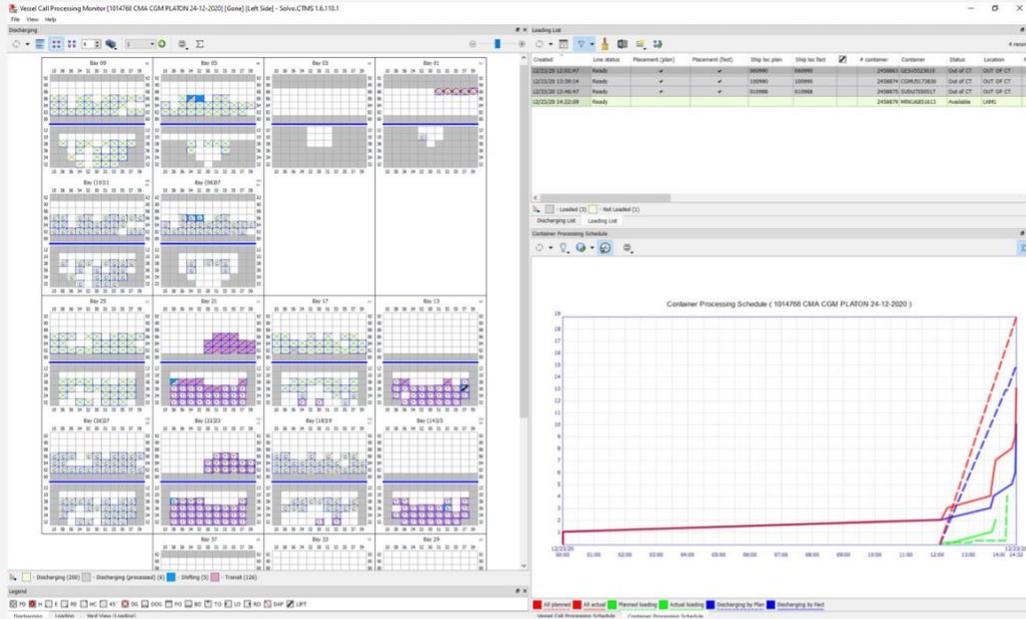
System landscape prior to systems change



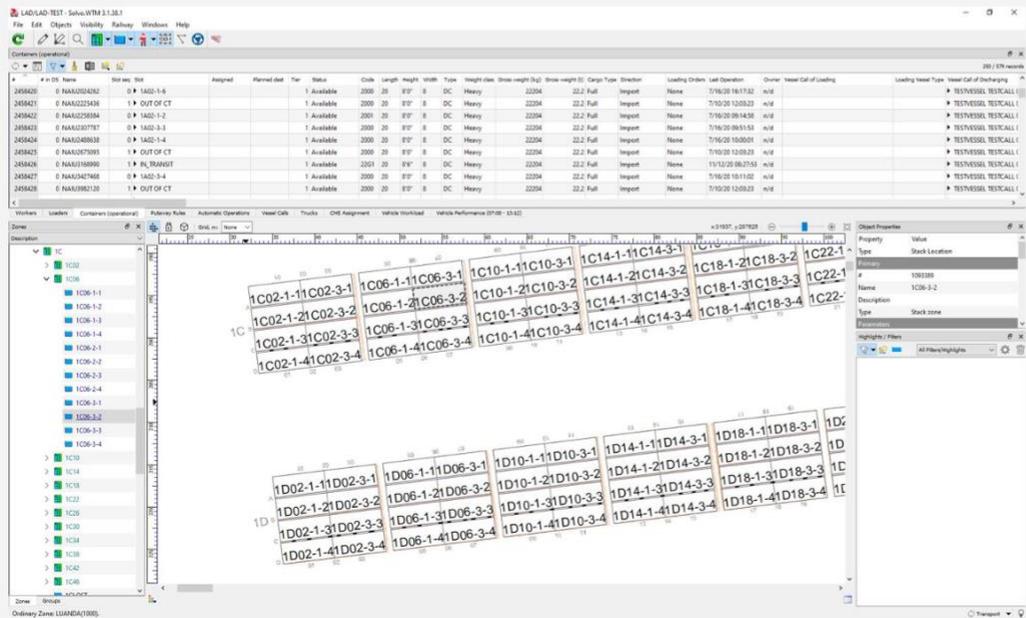
Final landscape after systems change



Example of vessel planning



Example of yard planning



Example of billing module



#	Container/cargo	Number	Line	Size	Type	Last operation	Quantity	General cargo type	Reefer	Temperature	Location	Empty	Weigh request	Weighed	Hazard class	Insp request	Inspection	Trucking	Transfer
1	SEM1912202	SEM1912202	OMA-COM	40 H	HC	Discharged	1.000				BOAVISTA								
2	SEM1912201	SEM1912201	OMA-COM	20 H	DC	Discharged	1.000				BOAVISTA								

Tablets with System on





Source: Sogester (2025).



Global Ports Forum

In recognizing

your valuable contributions made to the

Global Ports & Terminals Industry

and in acknowledging your roles and achievements,

we are indeed pleased to present the award to

**Sociedade Gestora de Terminais, S.A.
(SOGESTER), Angola.**

as the

“Best Port / Terminal of The Year – Africa 2025”

Thomas Ng

Executive Chairman

The Global Ports Forum



Capt. Subhangshu Dutt

Panel of Judges

The Global Ports Forum

Awards