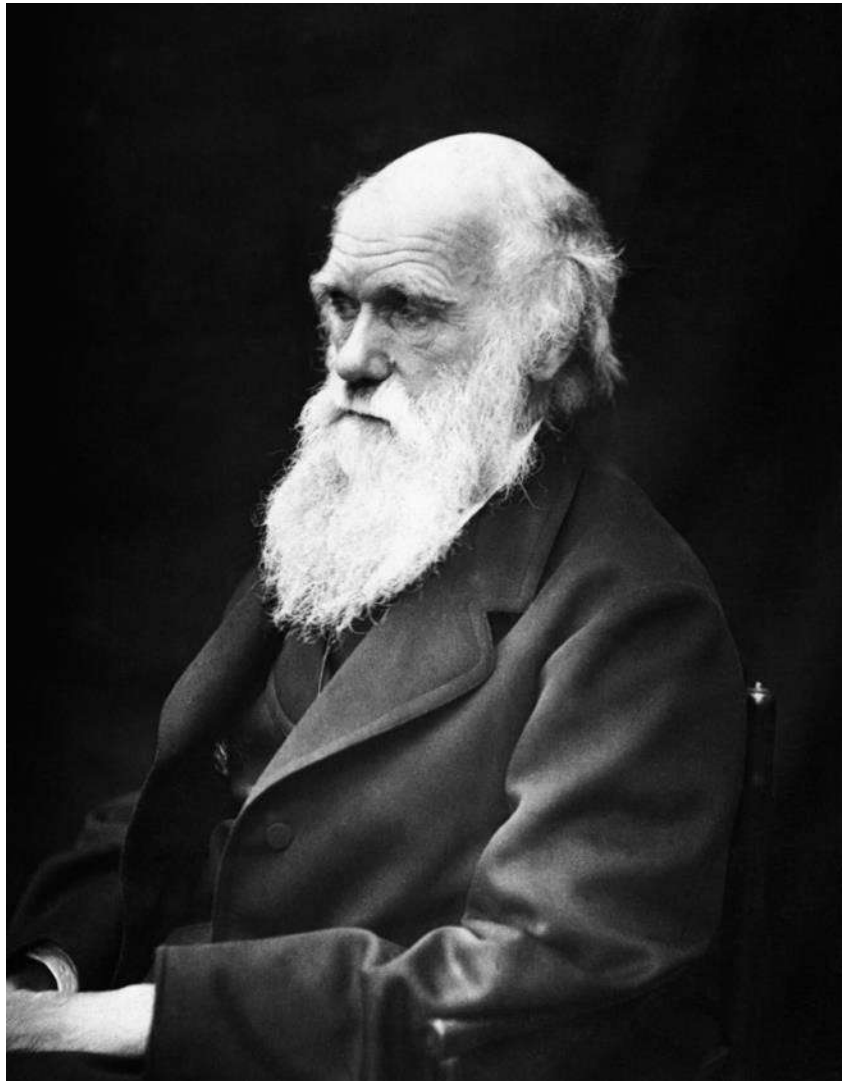




OPERATIONAL EXCELLENCE AT SEA

Presentation of the Mantec approach towards Operational Excellence



“It is not the strongest of the species which survive, nor the most intelligent, but those most responsive to change.”

Charles Robert Darwin
The Origin of Species 1869
(12 February 1809 – 19 April 1882)

Trends, Challenges & Opportunities

Future challenges within the shipping industry

- Consolidation of participants in the value chain
- Customers needs, preferences & loyalty
- Technology innovation
 - System integration and utilisation
- Environmental impact / issues / legislation
- Business models
- Partnerships
- Efficient operation – at sea and shore
- How to attract talent and right competences to the industry
- And many more.....

WE ARE IMPLEMENTERS

Mantec is the leading **implementation firm** in the Nordic – focusing on **improving** our clients **operational competitiveness**

- Established in 1997. HQ in Sweden
- Supporting our clients world wide
- 150++ senior professionals, with extensive operational and management experience
- 500++ implementation projects
- Track record – ROI of more than 200%



Assisting shipping companies since 2008

ROYAL ARCTIC



Stena Line

TRANSOCEAN
SHIPPING INT'L TRANSPORT & FOREIGN TRADE CO., LTD.

Lifting Global Trade.
**APM
TERMINALS**

BAE SYSTEMS
INSPIRED WORK

J. LAURITZEN

MAERSK

DAMCO

ESI/AGT
SAFETY & SUPPORT AT SEA

DFDS

NorSeaGroup

**FLOATEL
INTERNATIONAL**

fjordline.com

FERRY OPERATORS

Where does the money come from?

Focus areas for **change** projects with ferry operators

Vessel operations:

- Crewing levels
 - Ship
 - Shops
 - Restaurants
 - Cleaning
 - Maintenance
- Turn around time
- Fuel consumption
- Cooperation – Deck / Engine
- Performance Management System

Port / Terminal operations:

- Gate/check in/out
- Process: book to invoice
- Manning levels
- Equipment
 - Tug masters/MAFIs etc
 - Maintenance
 - Fuel consumption
- Ramp productivity
- Performance Management System

Support / Commercial:

- Organisational efficiency
- Performance Management System
- Sales & marketing
- Concepts and systems
- Pricing & up-selling
- Waste / shrinkage
- Procurement
- In- / outsourcing
- Increase efficiency and productivity in travel centres

Is the solution another / new system?

ERP:

- SAP
- Bahn
- Movex / M3
- Visma
- IFS
- JDE
- Oracle
- Navision / Dynamics
- Monitor
- Etc.....

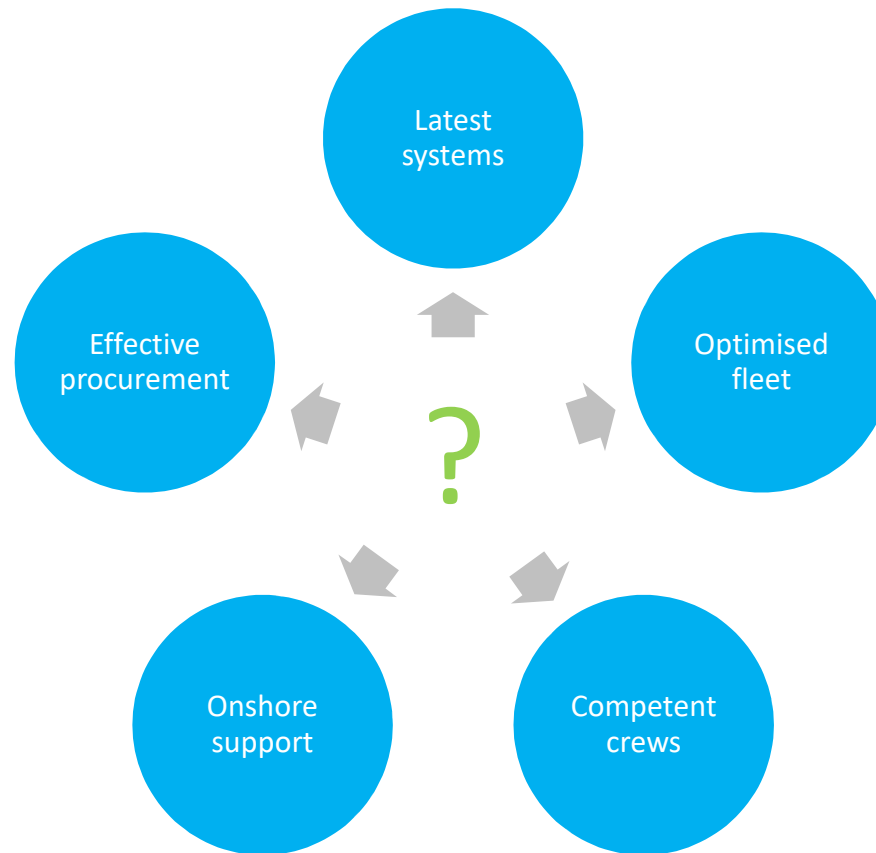
Vessel:

- Maintenance, etc.
 - AMOS
 - ABS
 - Danaos
 - SMOS
 - Sertica
 - Star
- Crew Management
 - OMEGA
 - Ship Manager
 - E-crew
 - PlanDay
 - Etc.....

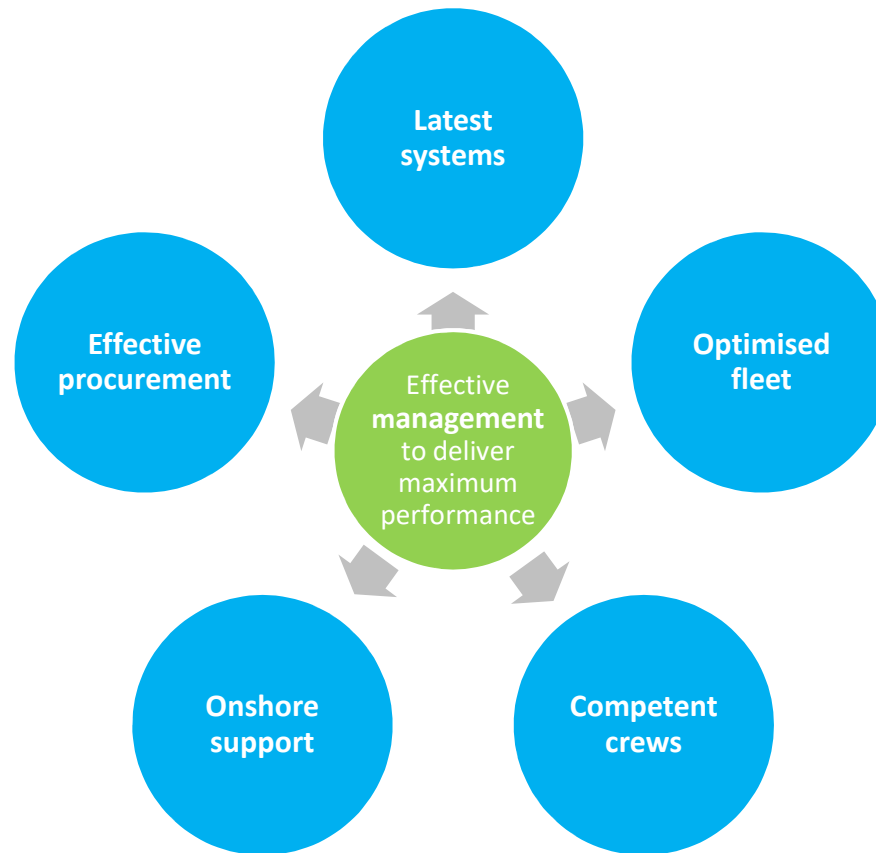
Support / Commercial:

- Extenda
- Dino
- Zoined
- Carres
- Power BI
- Insider
- Facebook Workplace
- Compello
- I-Share
- Competella
- Skype for Business
- Omega HR Solutions
- Etc.....

Completing the picture



Completing the picture



“It is not necessary to **change**... survival is not mandatory”

W Edwards Deming

CASE STUDIES

Ferry operator – Change of focus

Handling growth & improving profitability

Analysis to identify improvement potential:

- Organisational efficiency
- Flexible ship / crewing
- Turn around time (TAT)
- Fuel consumption
- Improve revenue / margin / upselling in shops & restaurants
- Cost efficient support functions, including travel centre
- Develop and implement overall Performance Management System
 - System utilisation / compliance

Shipping Company – **Change** to operational focus

Improved system utilization – better maintenance & reduced costs



- Utilizing the standard functions
- Benchmarking system utilization
- Implementing *job planning*
- Reduction of several thousands job orders
- Implementing registration of hours and items on jobs
- Control of inventory
- Updated core data base of actuals
- Timely ordering of needed spare parts
- Reduction of breakdowns due to missing parts
- Easy overview – Sertica Dynamic Dashboard

Shipping Company – **Change** to operational focus

Improved system utilization – better maintenance & reduced costs



Testimonial

Historically vessel managers and crew onboard the vessels have constantly been reacting upon “**what went wrong**”. The process of correct data in **Sertica**, better management skills, etc. has resulted in a cultural change both at Ship and Shore.

Now the focus and resources are pointed towards doing **things right** and on continuous improvements.

Turn around – Cultural Change



The results of the LightHouse project, 10 months after it started, are very satisfactory. The target, on a yearly basis, was 100 million DKK (approximately 14 million Euro) in savings and we reached 127 million DKK (Approx. 17 mill Euro). These improvements were achieved in the following areas:

- Organisational changes and improvements across the board within DFDS Seaways resulted in savings of 68 million DKK
- In-sourcing of services - 8 million DKK
- Closing down of unprofitable routes - 27 million DKK
- Improvements within the overall supply chain, including purchasing - 8 million DKK
- Miscellaneous project improvements on the 5 passenger ships; 16 million DKK in savings or improved margins through additional sales / “up-selling” within the commercial departments on board the passenger ships. (Shops, Restaurants, Bars, Kitchen, etc.)

Summary – Benefits / improvements

- Flexible crewing based on seasonality, events, exact passenger levels and cargo
- Increased revenue and margins in restaurants and shops
- Increased stock control – less shrinkage
- Reduced fuel consumption – based on people, not technology
- Organisational development, including succession planning, etc.
- Reaping benefits from previous system investments
- Performance Management System – driving continuous improvement
- **Significantly improved profitability**

Q & A

Closing words from a wise man!

“True insanity is doing the same thing over and over again, but expecting different results”



Albert Einstein

Why focus on both people and systems?

- Improved employee satisfaction
- Improved customer satisfaction
- Realising planned benefits from “system investments”
- Predictability in entire delivery organisation
- Basis for continuous improvement culture
- Increased profitability

Thank you!

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