



## International Container Port

### Opening the lid on communication

As part of its ongoing programme of investment and improvements, this major international container port brought in Renoir Consulting to assist them in getting better utilization and productivity to optimize their assets. With an annual capacity of over 1.5 million TEU's, and over 1000 employees spread over 67 hectares, the challenges were significant. Strained union-management relations didn't make it easier. The Container Port operator had made significant investments in software and new cranes & gantries. What hadn't happened was the expected rise in port performance. The Operator turned to Renoir for assistance.

"In the words of one supervisor, "Now I have the courage to suggest to my boss what is really the problem to solve.

And, said another, "I'm going to help my colleagues increase quay crane productivity by giving them correct information and by communicating clearly."

#### Key Results

15 % increase in port operation productivity

Greatly improved employee morale

Increased customer satisfaction

#### THE RENOIR GROUP

Renoir Consulting is a world leader in sustainable, implemented change. Founded in 1994, Renoir has offices located in North and South America, UK, Europe, Turkey, Middle East, Southern Africa, India, Pakistan, China, South East Asia and Australasia. With over 350 fully employed and highly trained consultants, their work across a wide range of industry sectors gives them a broader perspective of the issues facing your business, allowing them to be sensitive to your unique challenges, culture and specific business issues. This cross-pollination ensures truly effective, rapid and sustainable solutions.

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#### ANALYSIS

A 3 week Analysis at the Container Port convinced both Renoir & Port management that significant opportunities were available for improvement. Renoir recommended a 25 week program and set an initial goal of a 10% productivity improvement.

#### PROJECT

A Task Force of 7 people, selected from amongst the Container Port's staff were selected and given an initial 5 day "boot camp" training. The Task Force became key agents for change during the following Focus Process™.

More than half of the workforce received detailed training to support the required changes. In the process, resistance to change was reduced. The training also engendered a better appreciation of everyone's roles and inter-connected responsibilities, which in turn created a strong sense of accountability and ownership of performance. "Our training was designed to enable us to develop excellent relationships among involved employees", commented a Task Force member.

In addition to the comprehensive training, employees at all levels of the business were taken through observations of the operations in their areas. They then were guided in System and Process mapping so they could critique and brainstorm opportunities and solutions. Balanced Scorecards were developed and employees were coached to assist them in the new ways of doing things.

#### OUTCOMES

Two new systems were developed and installed:

1. Revision Vessel Monitoring Program that monitors, 24/7, the key performance indicators across the entire port. The system provides excellent and timely information to fix problems at root cause level.
2. Accountability Program monitors every employee's performance on a vessel by vessel basis. And, because of the involvement of the employee group in designing this system, it has become a positive focal point – including the union – and has engendered healthy competition. By the end of the 25 week program, productivity had improved by 15%, and the Port Operator staff weren't about to stop.

#### World Leaders in Sustainable Change

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