

Anatomy of Container Logistics

20th – 23rd April 2009

National University of Singapore Society Guild House
Suntec City • Singapore



Organised by



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Course Programme

Anatomy of Container Logistics
20th to 23rd April 2009

National University of Singapore Society Guild House · Suntec City · Singapore

Course Leader
Richard E W Butcher, Chairman, IMS Group

DAY 1 – SHIPPERS PERSPECTIVE AND SERVICE REQUIREMENTS

Monday 20th April

- 1. Course Introduction** **0830-0845**
Dr John Doviak, Managing Director, Cambridge Academy of Transport, Cambridge

- 2. Issues facing the Container Industry** **0845-0915**
Richard Butcher, Chairman, IMS Group
 - Is the Liner Shipping industry terminally ill?
 - Global economic climate
 - Supply v demand equations
 - Declining freight rates
 - Credit constraints
 - Impact of e-commerce
 - Future of consortia groups
 - Equipment imbalances
 - Environmental concerns
 - Heightened security risks

- 3. Shippers' Perspective and Service Requirements** **0930-1045**
Lee Chow Kuan, Manager, Supply Chain Management/Purchasing, The Polyolefin Co (Singapore) Pte Ltd
 - What are shippers looking for from their carriers
 - Impact of e-commerce
 - Pricing and service contracts
 - Future Shipper / carrier relations
 - Where do the carriers fall short of expectations
 - The way ahead - cooperation, rather than confrontation, to achieve lasting benefits
 - Key performance indicators

- 4. Role of Intermediaries in Supply Chain Management** **1100-1215**
Richard Owen, Senior Vice President, GCS Asia Pacific, DHL, Singapore
 - Principles of supply chain management
 - Role of freight forwarders, NVOCCs
 - 3P/L / 4P/L companies
 - Intermediaries v carriers
 - Carriers – wholesalers or retailers?
 - Selection of source providers
 - Clearing bottlenecks to boost efficiency and profitability

- Carrier vs customer perspective
- Key performance indicators

5. Business Simulation: Introduction **1215-1300**

Richard Butcher Chairman, IMS Group and Dr John M Doviak, Director, Cambridge Academy of Transport

- Cambridge Container Line business model
- Operating cost structure
- Revenue streams
- Objectives of exercise

6. Business Simulation: Group Work **1400-1515**

Richard Butcher, Chairman, IMS Group and Dr John M Doviak, Director, Cambridge Academy of Transport

- Optimisation of service
- Maximising profitability

7. The Role of Infomediaries **1530-1645**

Ian Sehgal, Commercial Director, IMS (HKG) Ltd

- Internet connectivity - transportation portals
- Quotations / bookings
- B/L issues
- Tracking and tracing
- Credit controls / freight accounts
- Legal issues
- Sales executives – what future?
- Can the infomediaries' portals be used to change carriers' business processes?

8. Business Simulation: Group work continued **1645-1730**

Richard Butcher, Chairman, IMS Group and Dr John M Doviak, Director, Cambridge Academy of Transport

DAY 2 – Service Providers in a Changing Business Climate

Tuesday 21st April

9. Infrastructure Challenges **0830-0915**

Richard Butcher, Chairman, IMS Group

- League tables
- Scale economies
- Consortia and alliances
- Security challenges
- Re-engineering organisational structures

10. Strategic Developments in Liner Shipping **0930-1100**

Andy Abbott, Chief Executive Officer, Atlantic Container Line

- Economics of scale - trends and myths
- Market share v profit balance
- Leadership vacuum post conferences
- Infrastructure challenges
- Mergers and acquisitions
- Automation and portals
- Environmental pressure
- Security issues

- Head haul v back haul focus

- 11. Business Simulation: Group work continued** **1115-1230**
Richard Butcher, Chairman, IMS Group and Dr John M Doviak, Director, Cambridge Academy of Transport

During the second half of the day, participants will attend the Seatrade's Sea Asia Conference in Suntec City

- 12. The Asian Voice in World Shipping – Container Shipping and Logistics** **Sea Asia Conference**
- 13. Sea Asia Exhibition** **Sea Asia Conference**

DAY 3 –Current Challenges Facing the Container Industry

Wednesday 22nd April

- 14. Marketing and Business Planning** **0845-1000**
Andy Abbott, Chief Executive Officer, Atlantic Container Line

- Developing a business market strategy
- Customer preferences
- Data sources and problems
- Goals of analysis
- Competition analysis
- Finding a differentiation factor
- Contribution analysis
- Yield management
- Fuel and currency risk management
- Key performance indicators

- 15. Management Information Systems** **1015-1130**
Ian Sehgal, Commercial Director, IMS (HKG) Ltd

- Keeping up with technology
- In house v off the shelf systems
- Outsourcing
- Internet applications
- EDI cost benefit analysis
- Availability of decision support systems
- Disaster back-up plans
- Key performance indicators

- 16. Commercial Operations** **1130-1300**
Andy Abbott, Chief Executive Officer, Atlantic Container Line

- Sales management
- Advertising strategy
- Market coverage tactics and telemarketing
- Customer service
- Agency management and control
- Relationship management
- Letters of credit/UCP600
- Tenders - ISO certification and quality reporting
- Key performance indicators

- 17. Challenges Facing Logistical Operations** **1400-1430**
Richard Butcher, Chairman, IMS Group
- Consortia operations
 - Global alliances and slot swap agreements
 - Growth of intermediaries v carrier logistics
 - International organisations
 - Re-organisation and re-engineering
- 18. Marine Operations** **1430-1545**
Jim Dwyer, Vice President – Global Network Operations, APL
- Consortia tonnage centres
 - Ship lay-ups and security
 - Hazardous cargoes
 - Misdeclaration of container weights
 - Ownership v chartering
 - Outsourcing ship management
 - Environmental issues
 - 'Hub and spoke operations
 - Port state controls
 - Key performance indicators
- 19. Terminal Operations** **1600-1730**
Richard Butcher, Chairman, IMS Group and Bernard Lau, General Manager, YALE Department, Y. K. Toh Marketing (S) Pte Ltd
- Optimising utilisation factors of terminals
 - Economies of scale within the terminal
 - Bigger ships, deeper water, higher costs - who pays?
 - Transshipment and feeder services
 - Contracts and negotiations
 - Maximising berth occupancy
 - 10 - 2 Rule
 - Terminal automation developments
 - Handling of special cargoes
 - Key performance indicators

DAY 4 – Meeting the Challenges which lie ahead for the Container Industry

Thursday 23rd April

- 20. Logistics and Equipment Management** **0845-1000**
Richard Butcher, Chairman, IMS Group
- Improving efficiency, productivity and cost control
 - Voyage v time based logistics accounting
 - Standard costing
 - Equipment management
 - 'Grey box' concepts
 - Environmental issues
 - Inland transportation
 - Terminal and ship operations
 - ICDs and CYs
 - Key performance indicators

- 21. Revival of the Independent Shipping Agent** **1015-1130**
Lakhhbir Singh, Country Manager, Jardine Shipping Services
- Economics of carriers v independent shipping agent
 - Contractual arrangement and compensation levels
 - Interface between carrier and agency systems
 - Managing a multiple trade lane sales force
 - Customer service management
 - Diversification of agency logistical interests
 - Effect of ecommerce trading
 - Key performance indicators
- 22. Business Process Re-Engineering** **1130-1300**
Lucia Simonsen, Chief Operating Officer, RSI Pte Ltd
- BPR a definitions - what it is and what it is not
 - Away from functional hierarchy to process
 - Getting to grips with process and the process centred organisation
 - Business realignment - a total change in how work is done
 - Importance of critical and key success factors
 - BPR within a framework of change. Project and process management
 - Key steps in implementation
- 23. Business simulation - Group Presentations** **1400-1530**
Richard Butcher, Chairman, IMS Group and Dr John M Doviak, Director, Cambridge Academy of Transport
- Port to port or full 'through transport' operation
 - Are ships merely a cost centre?
 - Should sales be under an in house NVOCC
 - Are independent NVOCCs customers or competitors?
- 24. Industry Debate:**
"How will the next 12 - 18 months evolve for both carriers and shippers?" **1545-1715**
Panel: Andy Abbott, Richard Butcher, Ian Sehgal, Lucia Simonsen and John Lu, Chairman, Singapore National Shippers' Council
- The way ahead - what further actions should be taken?
 - Should political dictates work contrary to commercial requirements?
 - Reduction of carriers' services and their wider impact on global supply chain?
 - Indicators for resumption of trade growth

Course programme subject to alteration



Cambridge Academy of Transport

Registration Form

ANATOMY OF CONTAINER LOGISTICS

20-23 APRIL 2009

MCF
30%
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Subsidy available
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See www.mpa.gov.sg/mcf

To register for the Anatomy of Container Logistics course, complete the form below and send it to Jan Thompson at the fax number or email address given below.

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Family name _____ Title (Capt/Mr/Mrs/Miss/Ms etc) _____

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Enclosed is a cheque

Please invoice my Company

I wish to pay by Credit Card (details below)

Course Fees: The fee of **S\$2750** includes all documentation, lunch on each day and coffee/tea breaks. Payment can be made by cheque, bankers draft or inter-bank transfer. Cheques should be made payable to Cambridge Academy of Transport in Sterling drawn on a Bank in the United Kingdom. **MCF 30% Course Fee Subsidy** applied for separately and paid following completion of the course. Our Bank details are:

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