

Summary

Challenging environmental regulations, climate policy instruments and complex charterer reporting schemes are leading to an extended fleet and ship performance management with easy accessible operational and emission data. Performance management is essential for monitoring impacts of established measures and marketing achievements towards third parties.

Being awarded by DNV GL for “5 Star Excellence” certification and having implemented an Energy Management System, CPO Containerschiffreederei is committed to continuously improve the energy performance of its fleet and to define measurable targets requiring continual monitoring and evaluation.

Operational performance and fuel efficiency are distinctive criteria in determining the competitiveness of shipping companies. Among operational safety and reliability of service, fuel saving is one of the most important ship performance criteria. Fleet wide analysis highlights inefficiencies and provides useful comparative performance indicators to judge if the vessels have been deployed in the most efficient manner.

Reporting systems implemented either by the owner or the charterer are aimed to increase efficiency across the fleet and are recognized as highly effective and valuable tool for driving performance management. Some of the systems use predictive models to plan the most efficient voyage in terms of which route to take, what speed to apply on each leg and how to trim the vessel.

CCPO has introduced complex fleet management software and appropriate IT-infrastructure aiming to optimize and simplify operational decisions. Furthermore established software solutions enable monitoring compliance against existing charter party agreements and to verify fuel savings resulting from retrofit measures such as optimized bulbous bow or propeller design.

The pre-condition for proper performance assessment is verifiable and traceable data. In order to receive full attention in daily operation, the implementation of new systems and processes requires positive attitude towards changes. Resulting in the need that crews, especially senior officers have to be informed about new procedures and to be trained in management system and software applications. Lack of knowledge has the consequence that these valuable tools remain unexploited.

Basically the crew can be categorized in three user-types. Some of the officers have the capability and interest to cope intensively with the systems in order to achieve the optimum output. The average number of officers is willing to ensure basic functionality of the system. Few others basically reject new solutions, are resistant to any changes, may lack required skills and are not even able to reveal the basics of the software application. For the last two groups of users, additional shore based training is inevitable for raising awareness and establishing a common understanding about the need and the advantages of those newly implemented tools. Otherwise a lot of money would have been wasted. It is proven that some expensive claims and damages in the past could have been prevented if the ship’s command could have used the systems to their fullest extend. Thus training is a must.

Generally people are motivated; make sure to keep their drive.

Experience shows what actions create powerful leverage for management of change:

- Set standards; keep them short, lean and simple, e.g. procedures, clear instructions, forms, templates, factsheets.
- Define responsibilities.
- Communicate targets, current status of implementation and further company prospects.
- Nominate dedicated persons with group e-mail address taking care of all support issues and providing help.
- Ask for feedback by establishing and distributing user questionnaires, involve people in decision making.
- Show interest in and respond to proposals and ideas from ship's command.
- Give feedback and share performance results across the fleet for sparking competition among the crews to understand their energy performance.
- Share knowledge, best practices, tips and tricks during internal audits and shore training.
- Create common sense of understanding.
- Encourage personal competence.
- Establish appropriate IT-infrastructure with interfaces.
- Promote acceptance for new tools and systems, convince users of system advantages and proof their effectiveness.
- Try to keep the same crew on the same groups of vessels enabling people on board to build up a comprehensive understanding of the best possible way of operating a vessel with reference to the specific charterer strategy.

Only crews that feel being taken seriously, continuously supported and which can see that their work creates a valuable output for the company are open minded and act as a multiplier by sharing and promoting knowledge. This is the way to build company affiliation.

Awareness, capabilities and commitment from people on shore and on board are key levers to realize fuel savings.

CPO Containerschiffreederei strongly believes that only qualified and well trained personal is able to respond to the full scope of technical and nautical problems which have to be dealt with day by day. Thus CCPO relies on the know-how of their crews and their experience in ship operation. Undisputable, the ship's command is the most important participant in performance management.

Basically it can be assumed that well-trained crews are able to explain their decisions to the charterer in a reasonable and pro-active manner and thus offer less potential of conflict. In consequence this may lead to an enhancement of the company's reputation in the shipping market.

The significant benefits in making operational and maintenance decisions based on data analysis cannot be ignored. On the other hand a misinterpretation of software systems due to lack of knowledge and unawareness is unsatisfactory from an operational as well as economic point of view. The charterer gets insight into how well the crew is educated and trained. It is all about people. The crew is crucial to realize fuel savings in ship operation.

Dynamically managing the ship performance is inevitable in modern ship operation and has to be anchored and maintained in the company's performance management culture.