

CONTINUOUS IMPROVEMENT IN TANKER OPERATIONS

Antonios E. Vrondis

Quality Manager & DPA
Andriaki Shipping Co. Ltd.

Background

- Andriaki Shipping Co. Ltd.
 - Established in Greece in 1953
 - Operates 7 bulkers & 2 tankers
 - Currently building 2 panamax tankers & 1 panamax bulker
 - Has operated over 100 vessels of various types and sizes.

What is quality?



QUALITY IS NOT A PLACE,
IT'S A JOURNEY --



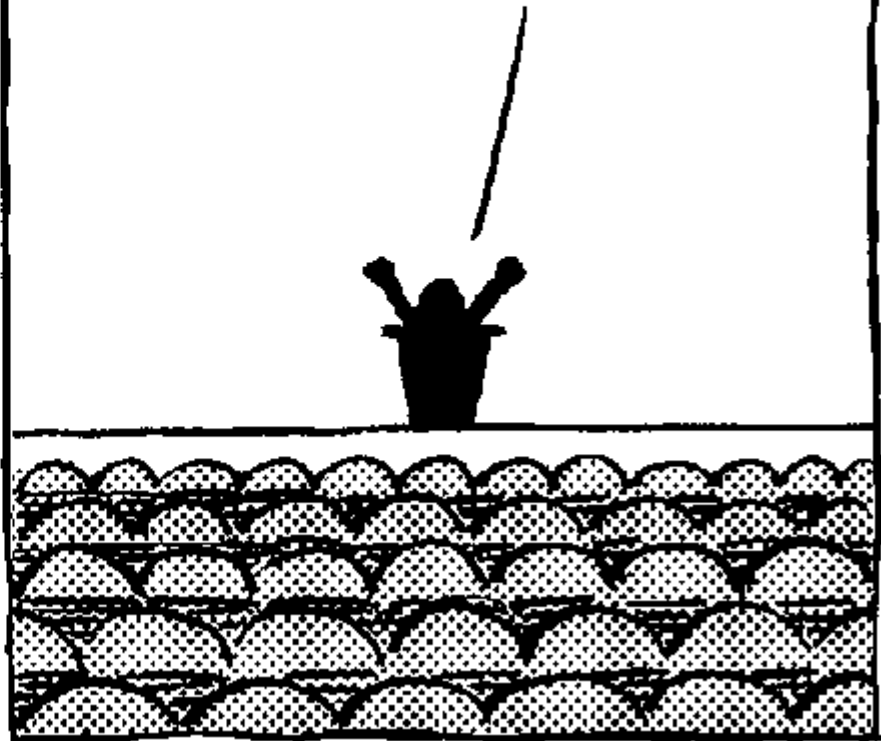
Copyright Grantland Enterprises. All rights reserved.

QUALITY IS NOT A PLACE,
IT'S A JOURNEY --



Copyright Grantland Enterprises. All rights reserved.

IT'S AN EFFORT YOU'LL MAKE,
A PROCESS YOU'LL
CARRY OUT,



A TRIP YOU'LL GO ON
EVERY DAY!



www.grantland.net

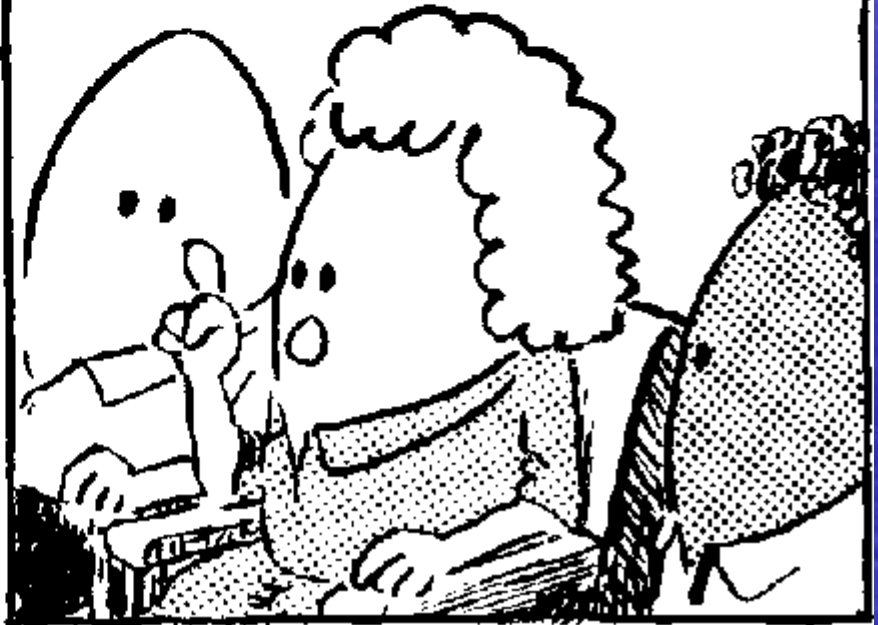
W. Grant

A TRIP YOU'LL GO ON
EVERY DAY!



www.grantland.net

DO WE GET ANYTHING IN
THE WAY OF FREQUENT
TRAVELER DISCOUNTS?



Continuous Improvement - Definition

- Continuous improvement is a phrase suggesting that a process should always get better as **knowledge** and **experience** with it accumulates over time
- It is specifically used in quality systems or management programs such as **TMSA**

Continuous improvement

- Continuous improvement is a business **philosophy**
- The concept was popularized in Japan where it is known as '**KAIZEN**'

KAIZEN

“ KAIZEN is a Japanese term that has gained citizenship worldwide as a way to make better use of existing resources. The KAIZEN approach umbrellas and synthesizes a multitude of proven technical and organizational methodologies to bring about immediate and sustainable organizational improvement. ”

— *Masaaki Imai*
KI Founder

What is Kaizen?

- 'Kai' means continuous
- 'Zen' means improvement
- Some translate 'Kai' to mean change and 'Zen' to mean good

CI philosophy

- CI creates steady **growth & improvement**
- Keeps a business **focused** on its goals and priorities
- CI may be steady, but it may produce '**quantum leaps**' when improvements 'synergize'
- '**Synergy**' means the whole is greater than the sum of its parts

How does it work?

- Continuous means **ongoing**
- The process **never** stops
- Do the **simple** and **cheap** things first and quickly
- This gives you **credibility**, **momentum** and **commitment** with your people
- It also gives you **practice**

How does it work? (2)

- Do not try to do it all at once
- Set up a **plan** and do it in stages
- Try to work on two or three top **priorities**
- Working on more than that, can **diffuse** effort, energy and resources

How does it work? (3)

- Celebrate, acknowledge & reward accomplishment
- This creates a positive environment for improvement
- By creating a positive environment you can achieve employee participation

How does it work? (4)

- Bring up continuous improvement issues in all **meetings**
- Involve your **customers**, it's surprising how much feedback you will get

How does it work? (5)

- Look for **breakthrough** improvements
- Some **small** improvements can turn out to be **major** improvements
- Be aware breakthroughs exist and look for them

How does it work? (6)

- Develop a system that **works** for your business
- Do not copy without trying
- What works for one business may not work for another

How does it work? (7)

- Look inside your industry at your competition and best practices
- Competitors can often show you a better way. If it works use it!
- Look outside your industry to see what other industries are doing

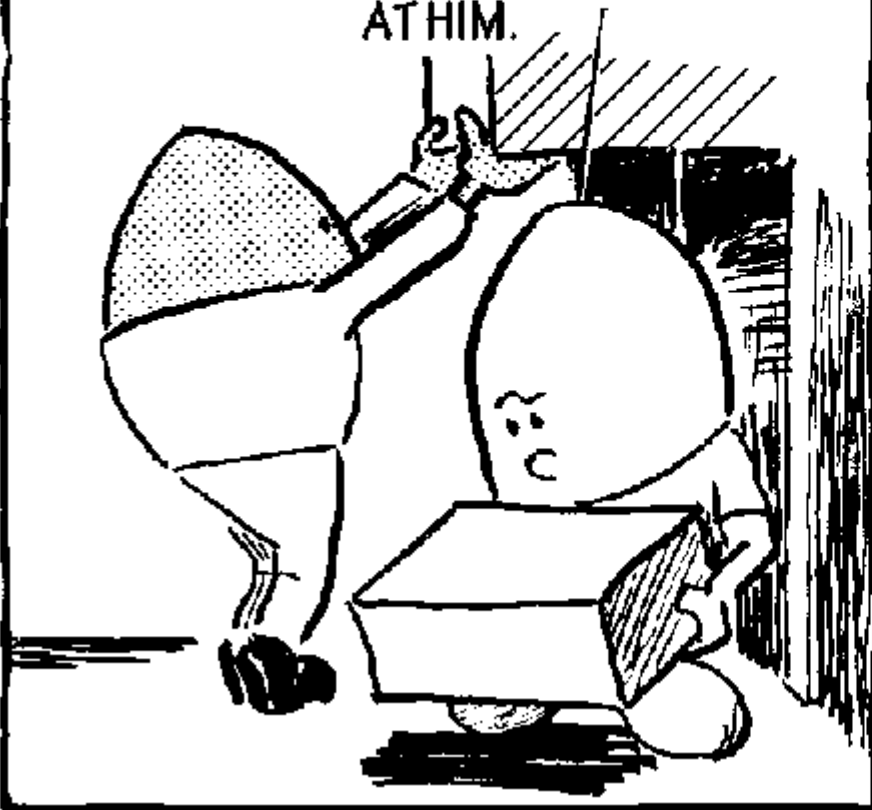
How does it work? (8)

- Be **hungry** for new ideas and ways to improve
- Make this part of your business **culture**
- Set the example and your people will follow

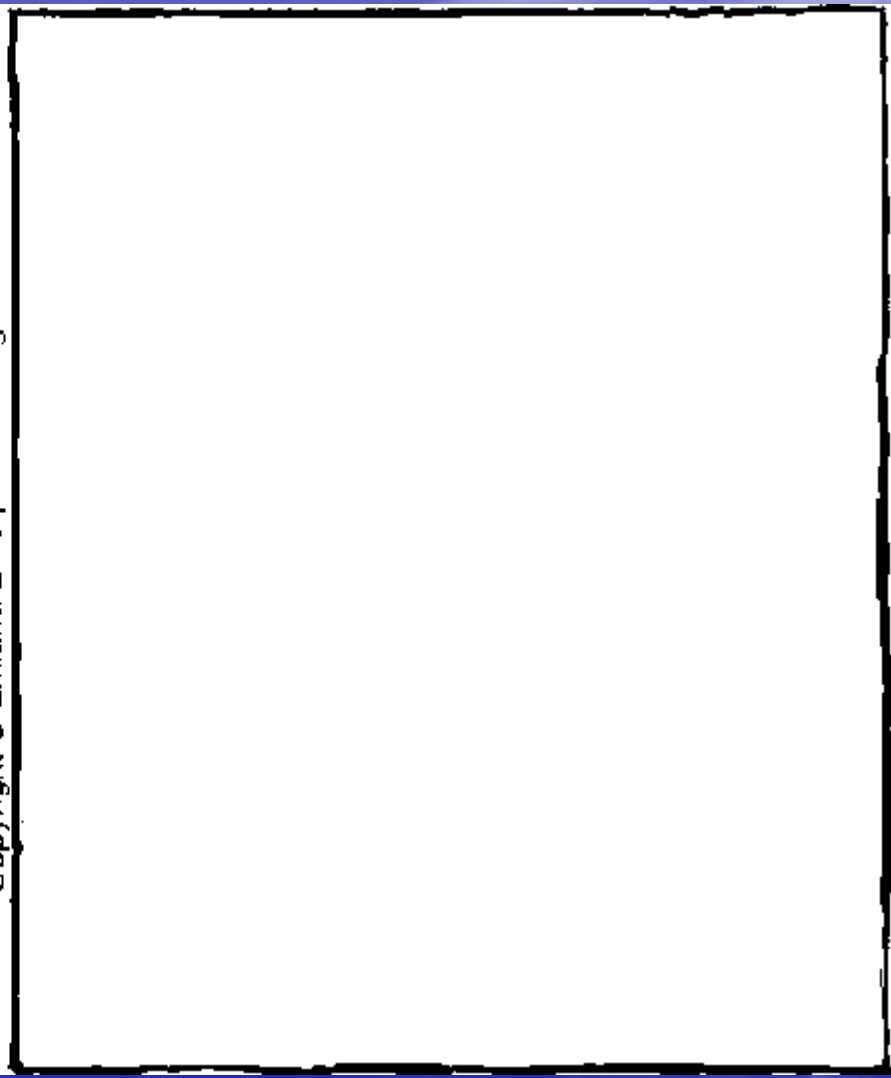
How does it work? (9)

- Continuous improvement is a business **philosophy** that has proven results
- The main idea behind it is constant **focus**
- By focusing on our business you can not only **find out what is wrong** but how to **improve it**

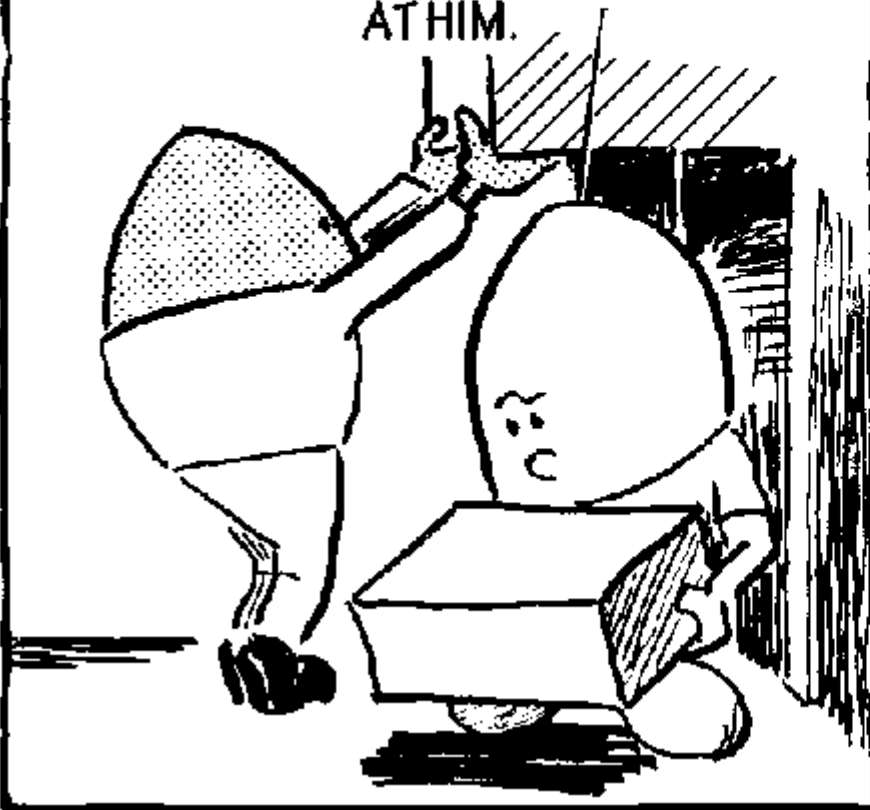
THIS CONTINUOUS IMPROVEMENT STUFF
MAKES ME THINK OF A MOUSE ON A
TREADMILL - WITH SOMEONE SHOUTING
"FASTER, FASTER! BETTER, BETTER!"
AT HIM.



Copyright Grantland Enterprises. All rights reserved.

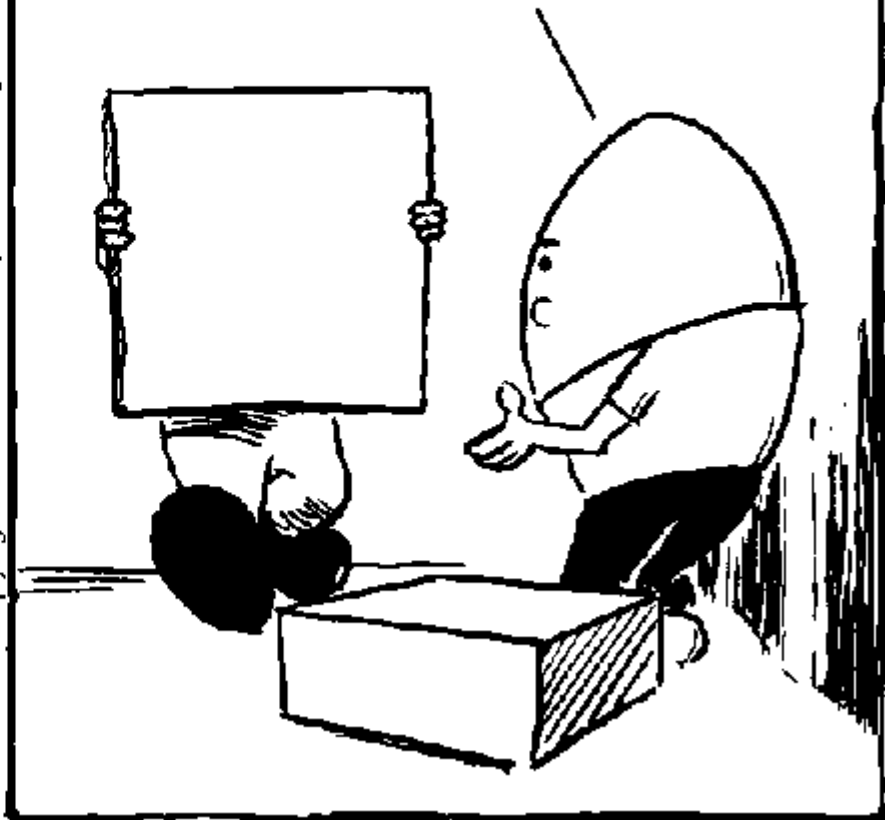


THIS CONTINUOUS IMPROVEMENT STUFF
MAKES ME THINK OF A MOUSE ON A
TREADMILL - WITH SOMEONE SHOUTING
"FASTER, FASTER! BETTER, BETTER!"
AT HIM.



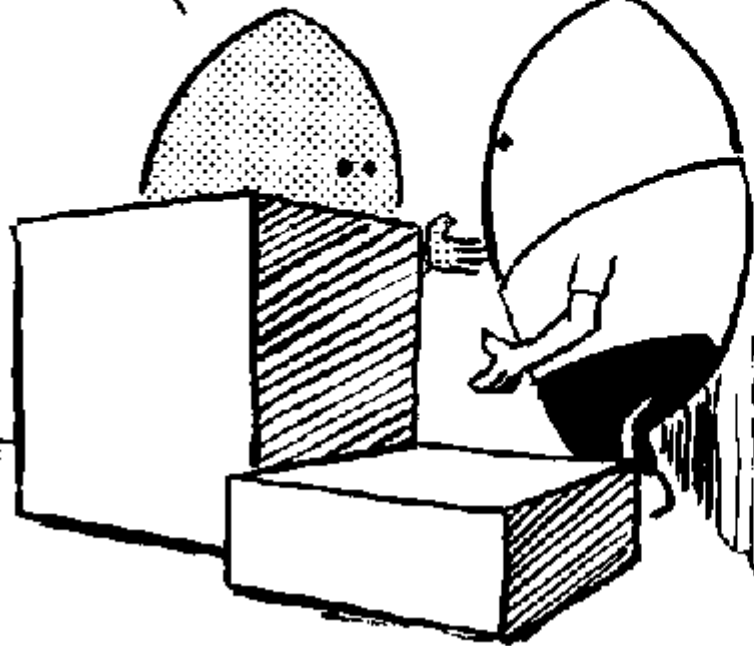
Copyright Grantland Enterprises. All rights reserved.

SO HOW CAN I GET
EXCITED ABOUT ALL
OF THIS STUFF?



EASY - DON'T THINK OF A
MOUSE, THINK OF YOUR
MIND.

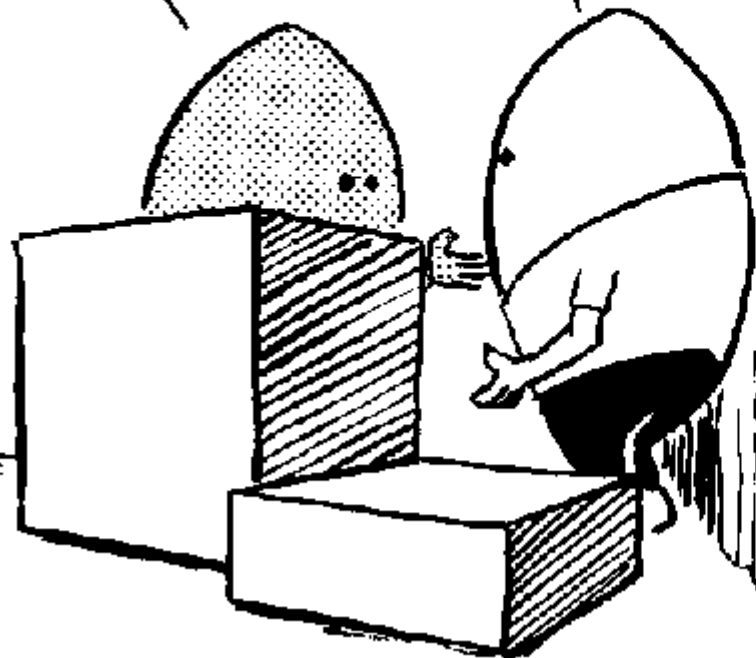
WHAT DO YOU
MEAN?



www.grantland.net

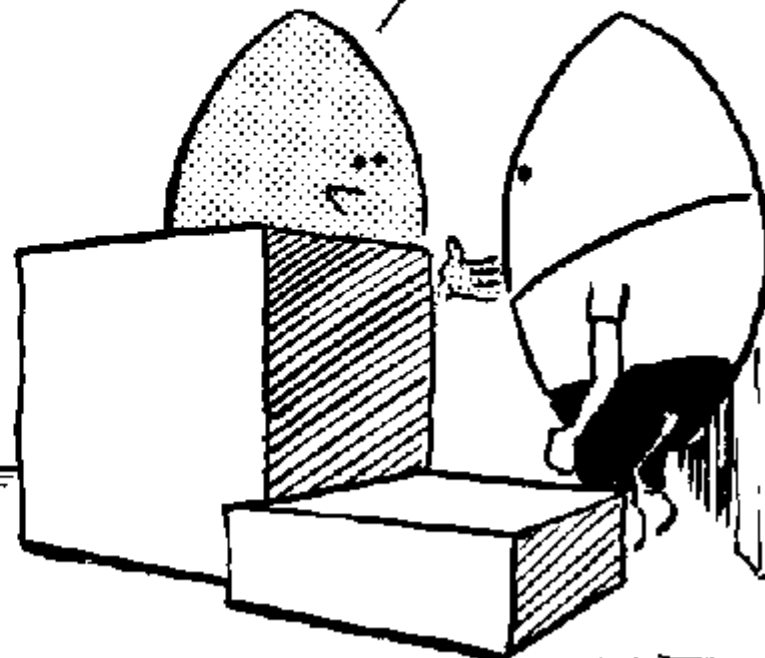
EASY - DON'T THINK OF A
MOUSE, THINK OF YOUR
MIND.

WHAT DO YOU
MEAN?



www.grantland.net

LOOK AT IT AS CONTINUOUS
LEARNING: DON'T YOU WANT TO
KNOW MORE TOMORROW AND
NEXT WEEK THAN YOU
DO TODAY?



W. Grant

Summary

- Back to the definition – knowledge & experience
- This means data!
- Ease of amassing large amounts of data
- Ease of analysing large amounts of data
- Getting the relevant analysis to the right people who can make the right decisions

Conclusions

- Take your time in choosing a system
- Make sure you talk to companies that have installed it
- Configure it to map the way your company works



THE END