



“Enabling business agility through a standardised IT Infrastructure solution”

Digital Ship Oslo 2007

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*A global shipping company based in Norway,
listed on the Oslo Stock Exchange.*



What we do

Three main business activities



SHIPPING SERVICES

- Car
- Ro-ro
- Project cargo
- Other shipping



LOGISTIC SERVICES

- Supply chain management
- Door-to-door solutions
- Vehicle process centre



MARITIME SERVICES

- Barwil Unitor Ships Service
- Ship management
- Ships equipment
- Maritime solutions and financial services



WMS – key facts and figures



Key figures

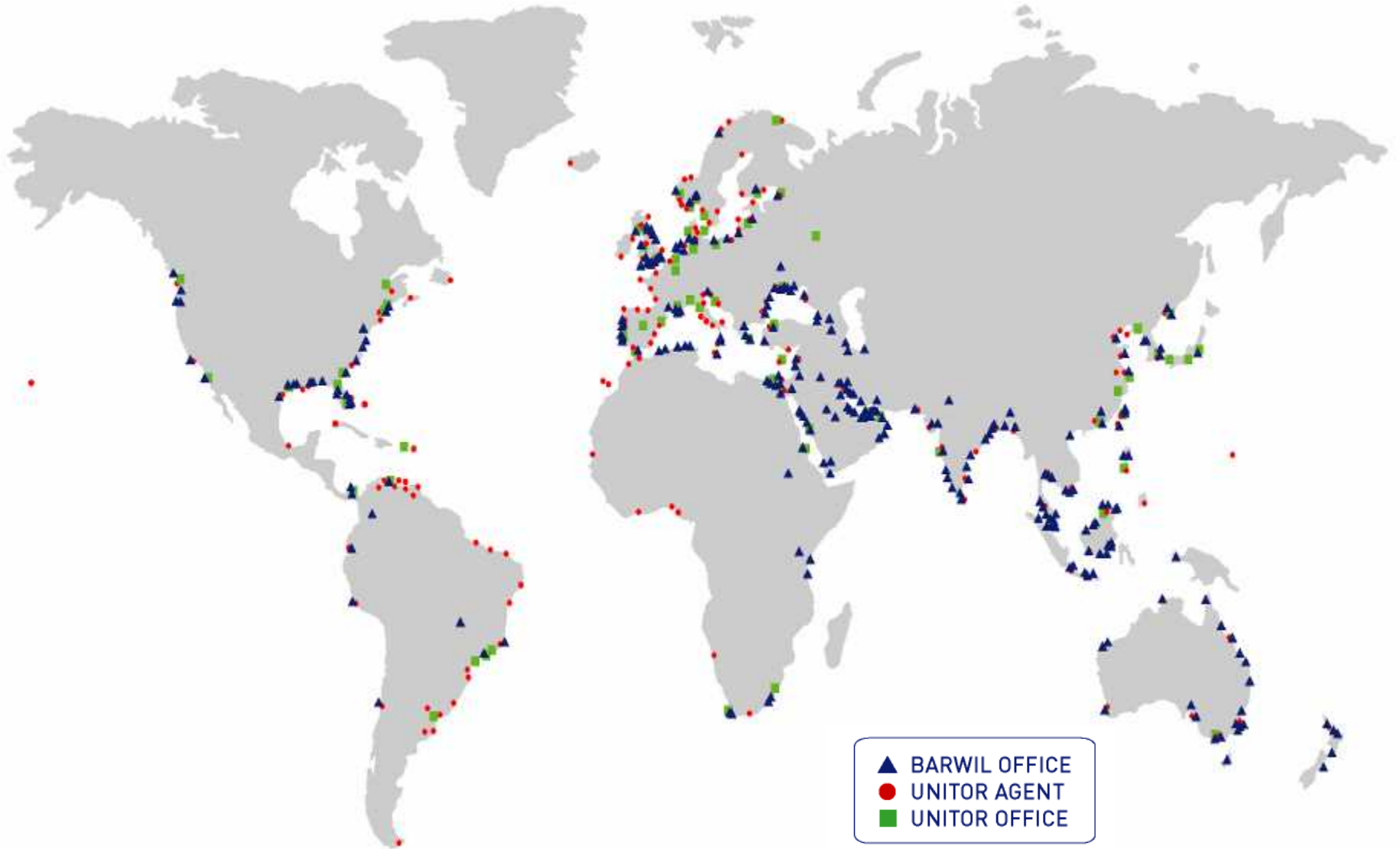
- WMS turnover approx USD 588 million
- Approx 53 000 port calls
- 183 000 deliveries to 17 700 vessels
- Service and delivery to more than 2 200 ports in 116 countries
- Approx 300 ships on management
- Approx 8 700 seafarers available through our crewing network

Geographic scope and employees

- WMS is present in 71 countries
- WMS has 352 offices and a network of approx 150 independent service provider/agent locations
- Approx 4 700 full time employees (FTEs)

WMS worldwide

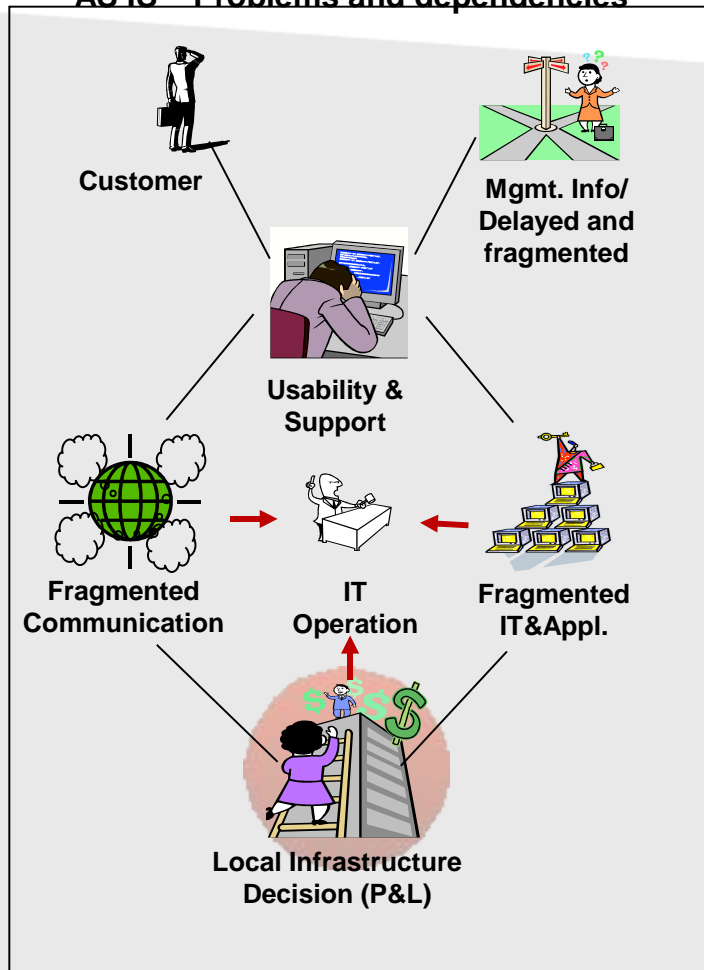
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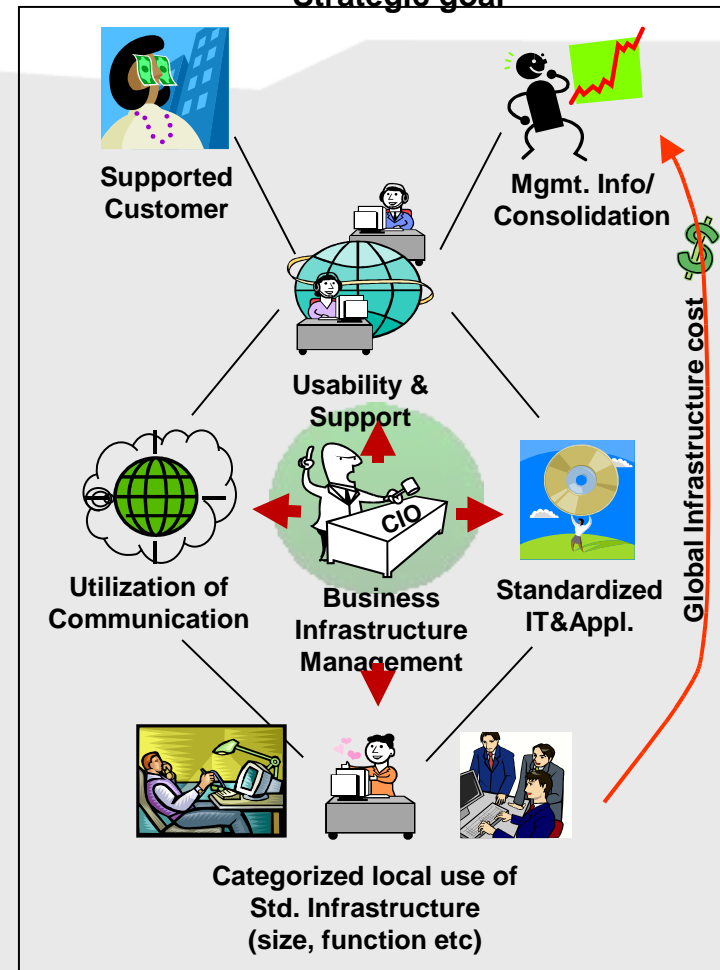
One Global Operation



AS IS – Problems and dependencies



Strategic goal



- *IT cost MUST be allocated to a sufficiently strategic level to be able to implement efficient Business Infrastructure Management*

History



- **WMS established in Q4 2004**
 - One Voice Program
 - Infrastructure Projects initiated
 - SOE/WAN/Mail/Global Support/Datacenter

- **Aquisition of Unitor Q2 2005**
 - Integration Program
 - Re-designed infrastructure projects with new scope
 - Complete within December 2006
 - Deliver USD 6.8 mill in IT synergies
 - SOE/WAN/Mail/Global Support/Datacenter/Org.changes

Challenges



Operational

- No Standard Operating Environment
- Wide variety of IT environments
- No clear escalation path for technology, operations and support matters
- Wide variety of technologies and integrations
- High security risk
- Slow performance
- Low user efficiency

Governance

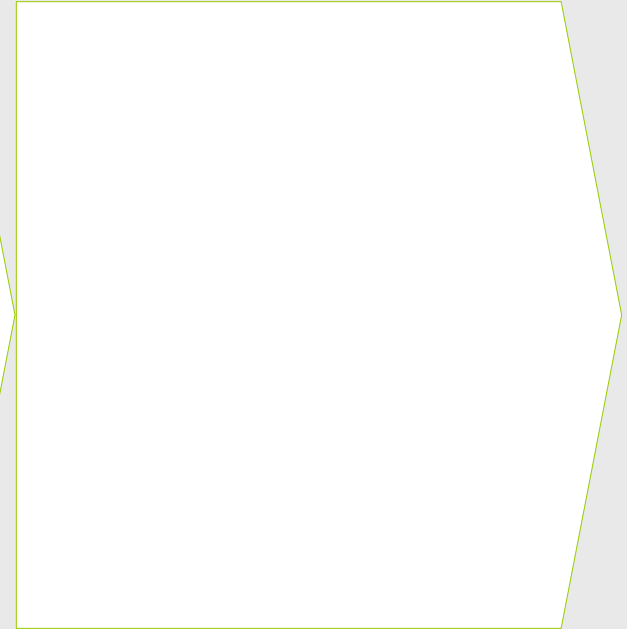
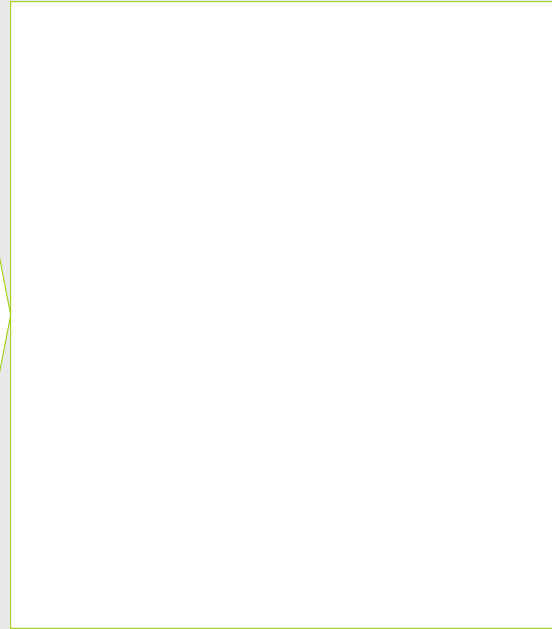
- Worldwide IT-staff must be organized within WMS IT
- IT related Contracts must be owned by WMS IT
- IT Cost related to SOE must be allocated on a strategic level
- Centralized decision (project review board) regarding implementation of products and services on the common WMS IT-platform
- Professionalize procurement
- Create an proactive IT department, reduce reactive tasks

Take control over customer and employee efficiency!

On our road to becoming the shaper we have some key strategic priorities



- **Deliver integration programme as planned**
- Deliver efficiency through “right sizing” of the organisation
- **Roll out of common IT platform**
- Ensure roll out of the new business strategies
- **Develop common identity and team spirit based on our values**
- Implement communication strategy to further develop brand recognition
- Develop and implement common measurements and KPIs



→ *Time*

Build foundation

Working Together

Shaping the future

SOE - Background



History

- 950 clients were managed on Unitors COE (establ. in 1999)
- 833 clients were managed according to the WW4net standard (concept delivered by DnV).
Implementation at WMS began in 2003.
- The remaining 2000+ clients are managed with diverse standard

Challenge

- Realization of the synergy benefits depends on having a standardized IT environment that can be efficiently managed

WAN - Background



History

- WMS implemented a WAN in 2002, based on VPN over Internet + Infonet.
This network has become complex and is no longer optimal due to increased business needs for predictability
- A project to implement MPLS technology was stopped due to the merger
- Unitor implemented a MPLS network from AT&T in 2004
- We decided to build on the AT&T solution moving forward

Challenges

- The merged company has more complex needs than old Unitor and WMS
- While Unitor has provided all services to sites through the WAN, WMS used Internet to a large extent.
- WMS IT now serves many partly owned offices, this requires some flexibility

Benefits



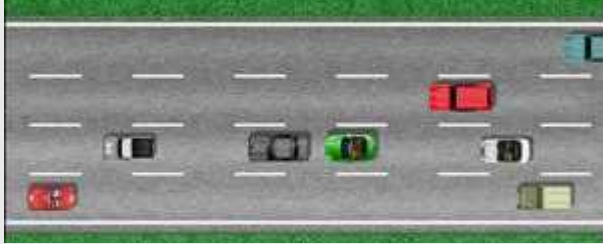
WAN

- Network prioritization of business applications (MPLS)
- Removal of bottlenecks through network monitoring
- Improved availability through redundancy
- Enables and requires SOE in order to reduce cost and tighten security

SOE

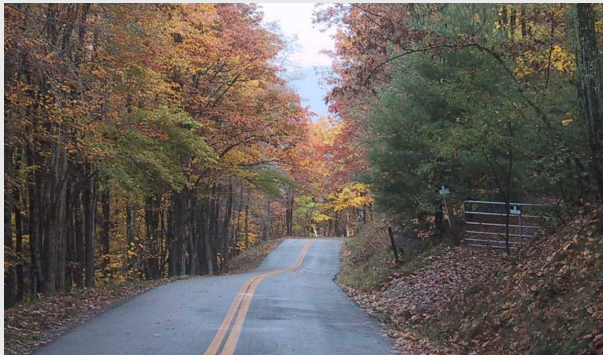
- A reliable, manageable IT infrastructure where business applications can be used and remotely supported
- Cost effective operation of PCs and servers
- Managed security and backups
- Simpler distribution of new applications and updates

WAN - An option for every need:



MPLS + SOE: “Multi-lane” priority of network for business applications.

Remote support and operation. Secure. WAN cost.
Suitable for larger sites



Internet VPN + SOE: Same as above, but no Prioritization of traffic and reliant on Internet Performance. Internet cost only.
Suitable for small and home offices



Internet without SOE:

Reliant on local infrastructure and support with variable performance.

May be sufficient for small sites and Joint ventures that access web applications only

WAN Project scope 110 sites

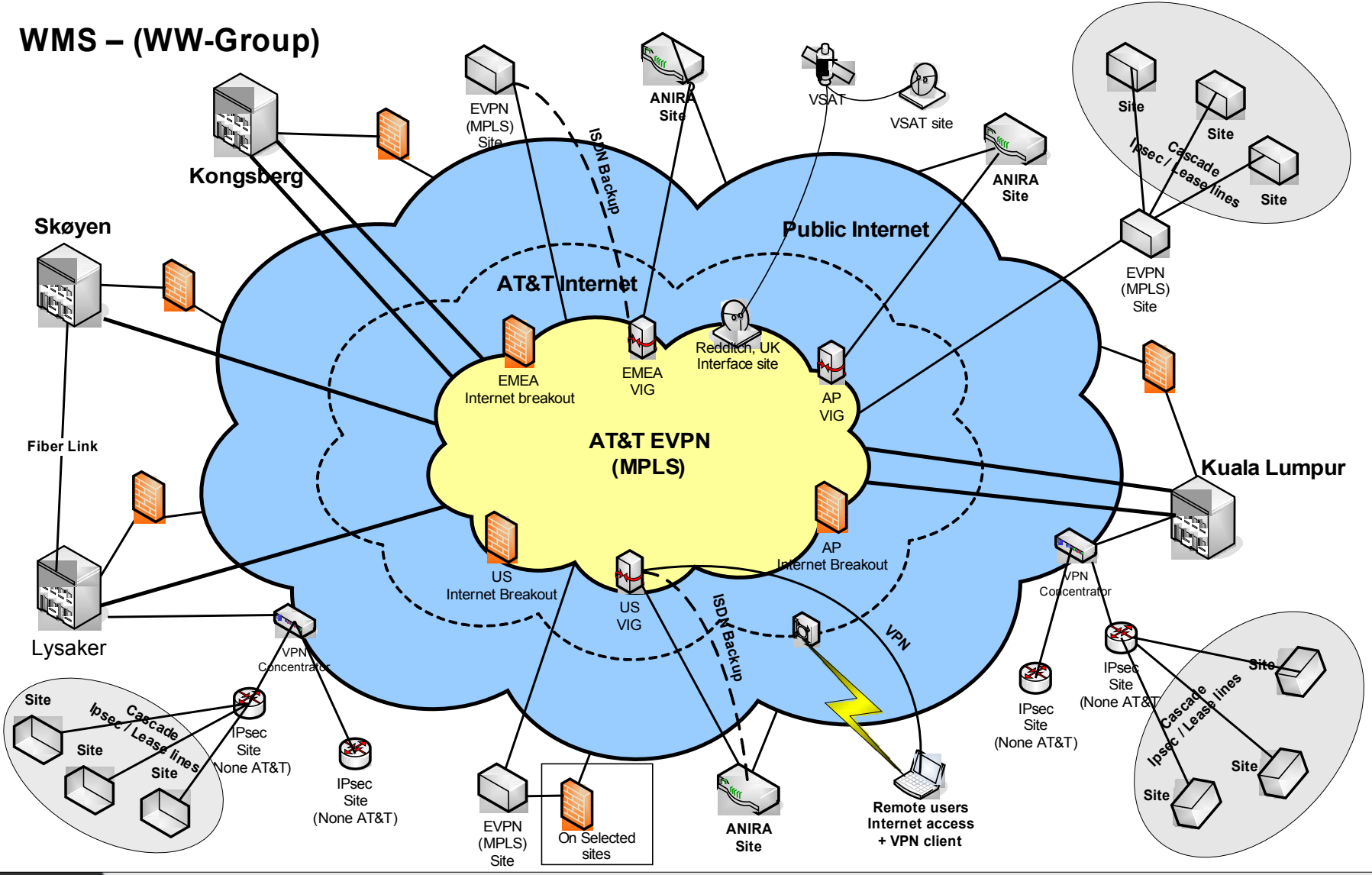


- The WMS WAN project scope is to provide a new common WAN design for WMS supporting the new business demands. The new WAN solution will be implemented on approved sites. The detailed project scope:
 - Contracting:
 - ✓ Define a new WAN design
 - ✓ Establish a site list
 - ✓ Renegotiate a new contract with supplier AT&T
 - Assessment and documentation:
 - ✓ Assessment template, process and document repository
 - ✓ System, operation and training documentation
 - Proof of Concept:
 - ✓ Proof of Concept
 - Roll-out phase:
 - ✓ Execute roll-out plan for sites on the site list
 - ✓ As the sites are established, the project will hand them over one by one to WMS IT operations with necessary training and documentation.

Summary: WAN Network Topology



WMS - (WW-Group)

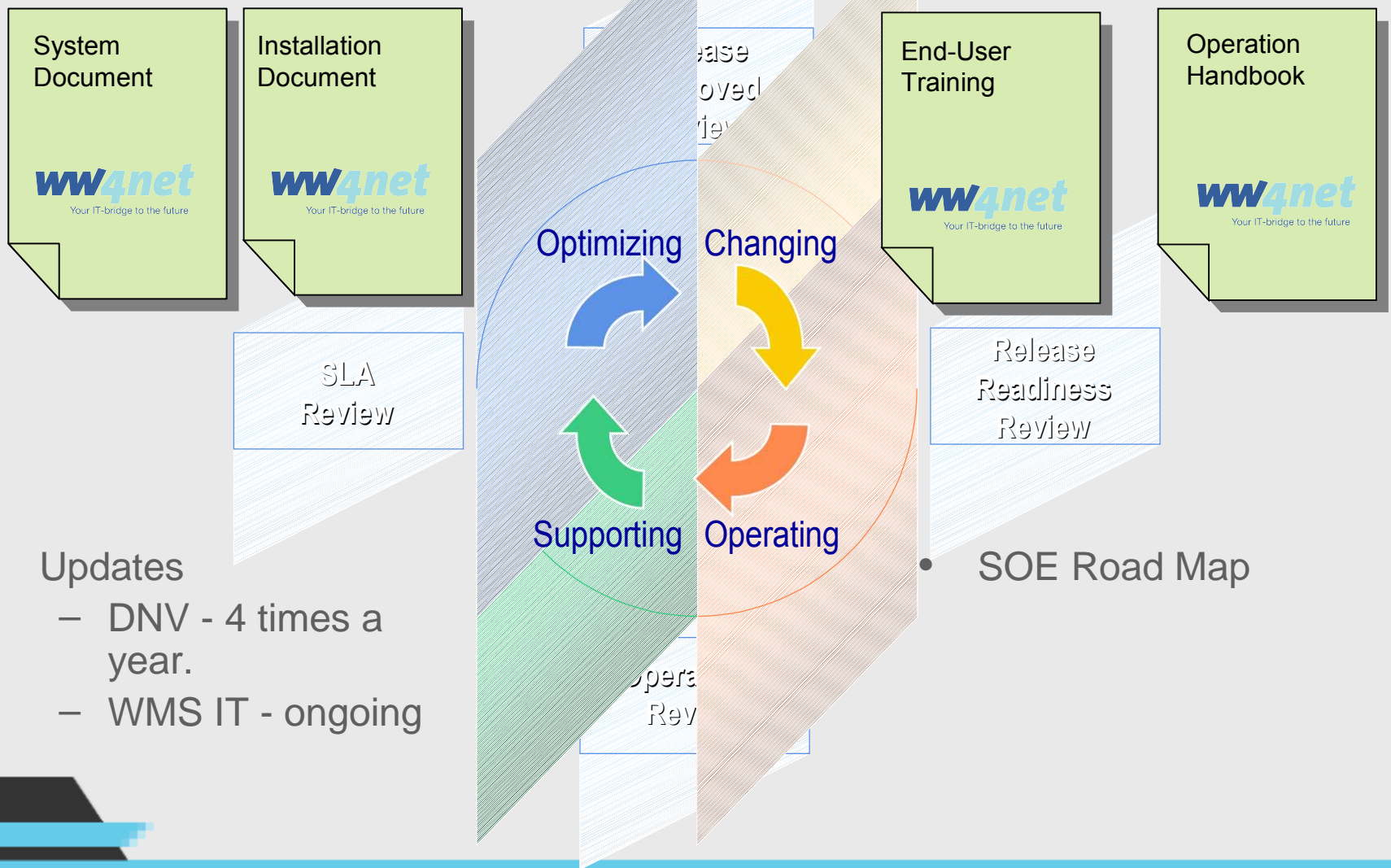


SOE Project scope 2500 clients

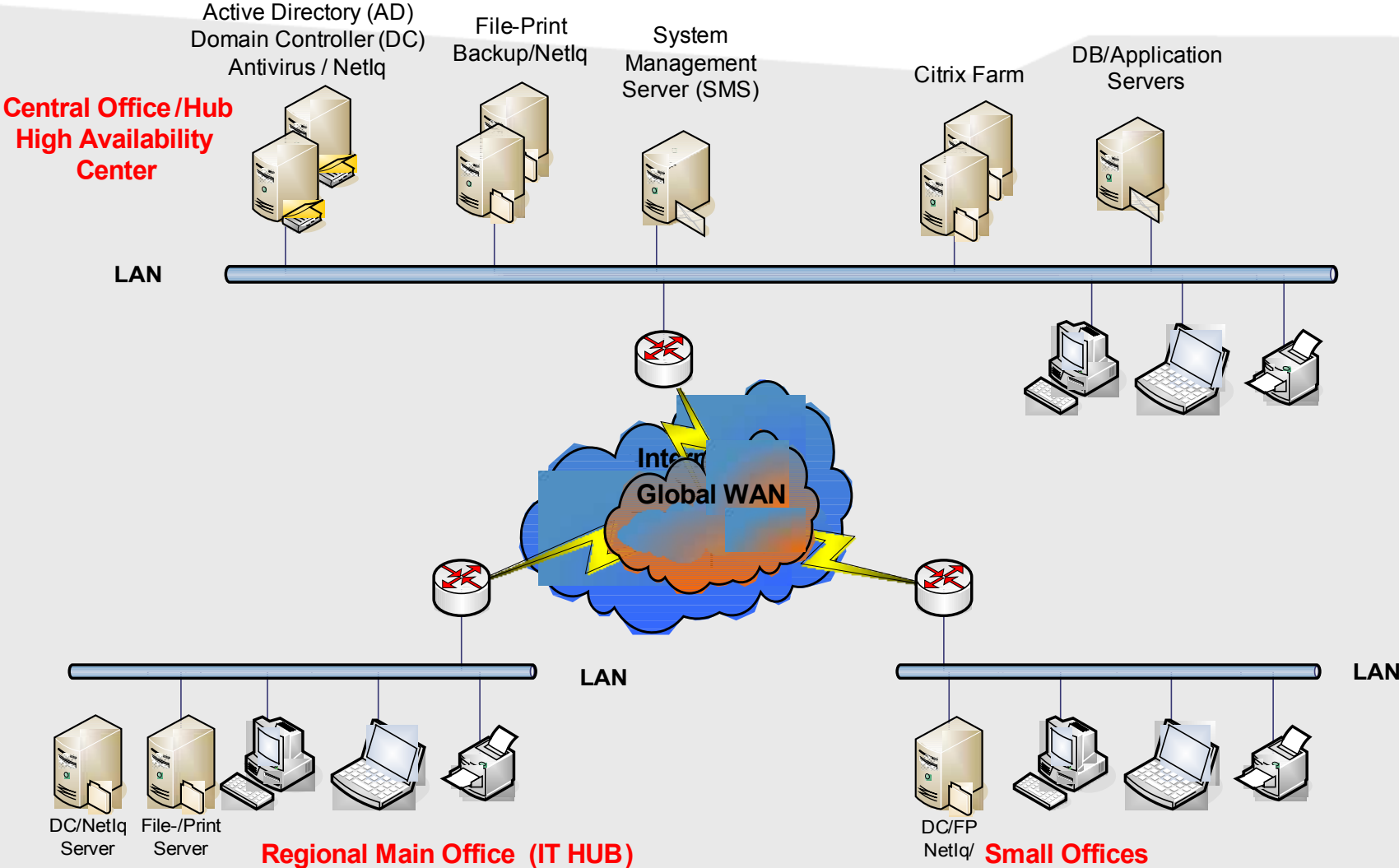


- The scope of this project is to establish a standard IT infrastructure for sites on the WAN:
 - √ Assessment and choice of standards and suppliers
 - √ Re-negotiation of supplier agreements
 - √ Standardize LAN equipment (aligned with WAN project)
 - √ Standardize hardware (PCs, Laptops, Servers), recommend mobile phones and PDA
 - √ Standardize operating system
 - √ Standardize applications – client or server based
 - √ Establish a global directory service
- The scope excludes:
 - Implementing ww4net on non-WAN sites and vessels
 - Enterprise IT operations and business applications hosted at central data centres
 - Establishment of global support organisation is assumed, and is a separate project

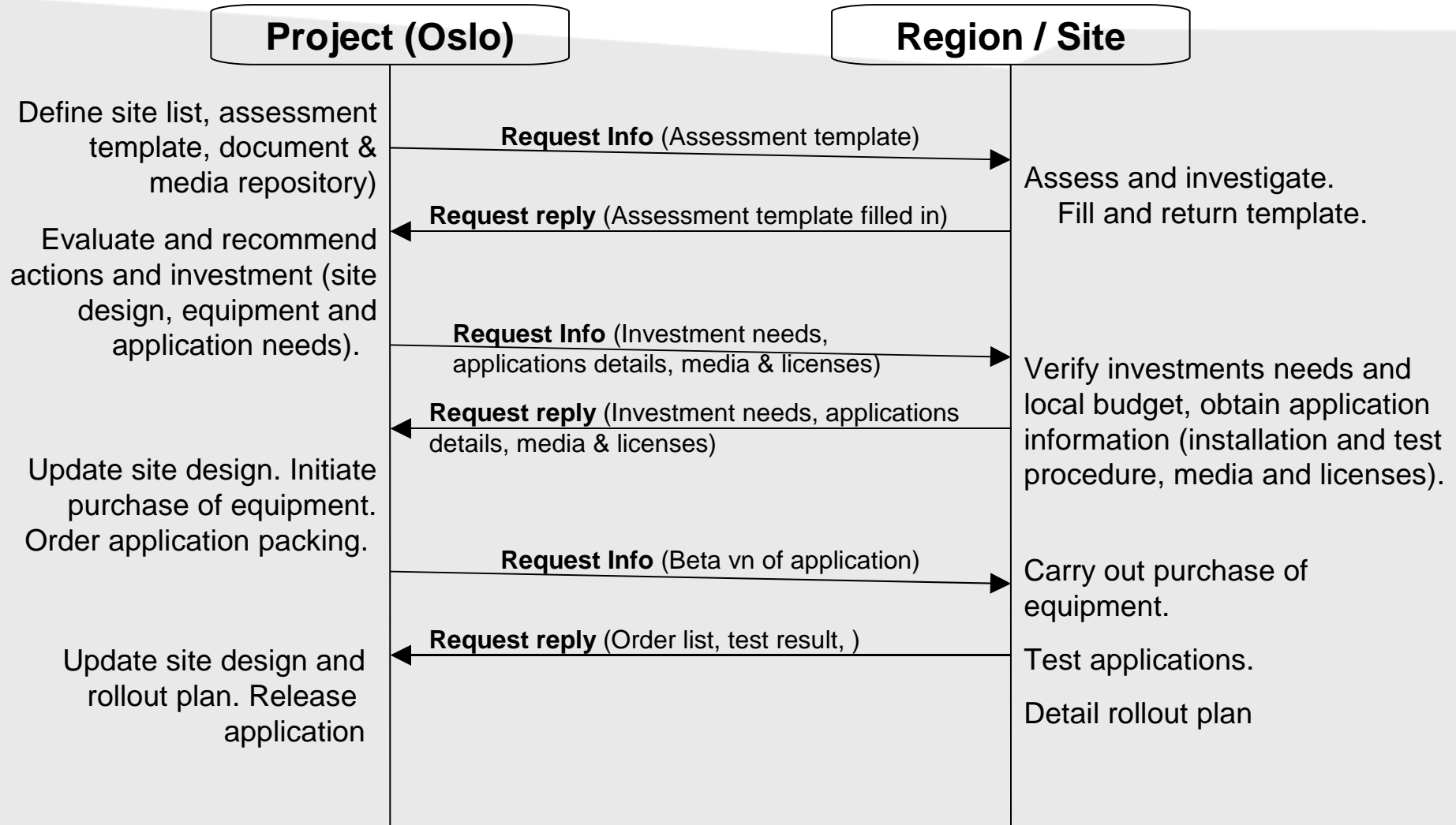
SOE – A well established concept developed and maintained by DNV and WMS



SOE – Global Services, equipment deployment



SOE & WAN – Assessment and preparation



Global Support Model Project

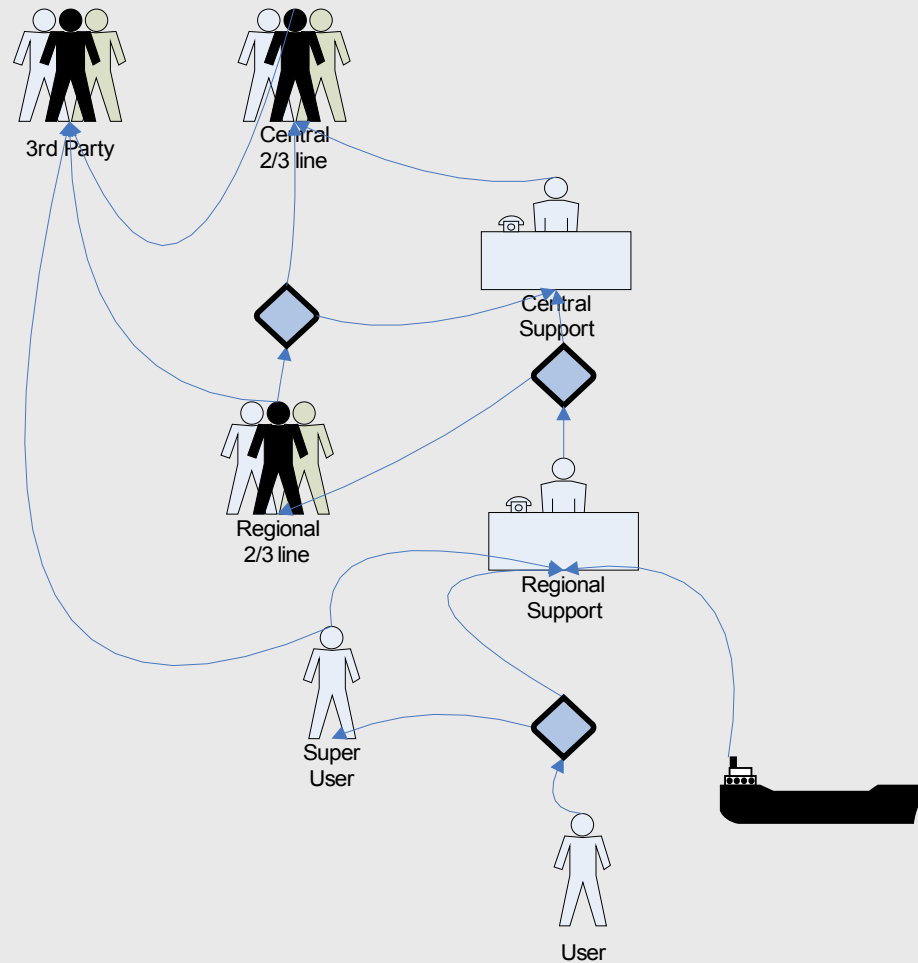


The Project Objective:

- “Design and implement a global IT service support model based on ITIL*. Global IT service support will align with the current and future needs of global business, and support WMS ability to effectively achieve their business goals.”
- Provide a standardised and consistent method and level of support throughout the organisation.
- Ensure effective and efficient use of available IT resources and personnel based on business priorities

*ITIL - IT Infrastructure Library is a registered trade mark for the British Office of Government Commerce (OGC). ITIL have since the 1980's been a framework and guide for best practice of IT Service Management.

Global Support Model



“Enabling business agility through a standardised IT Infrastructure solution”



- **Building the foundation**
 - Readyness for deployment of Business applications
 - Predictability and stability
 - User satisfaction
 - Active part in developing the next generation of Verit4net
- **Distributed model for administration rights**
 - Quality assurance and audits in order to keep the standard
- **Mergers & Aquisitions**
 - With the standard it is easy to integrate new offices and companies into the WMS Infrastructure



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