

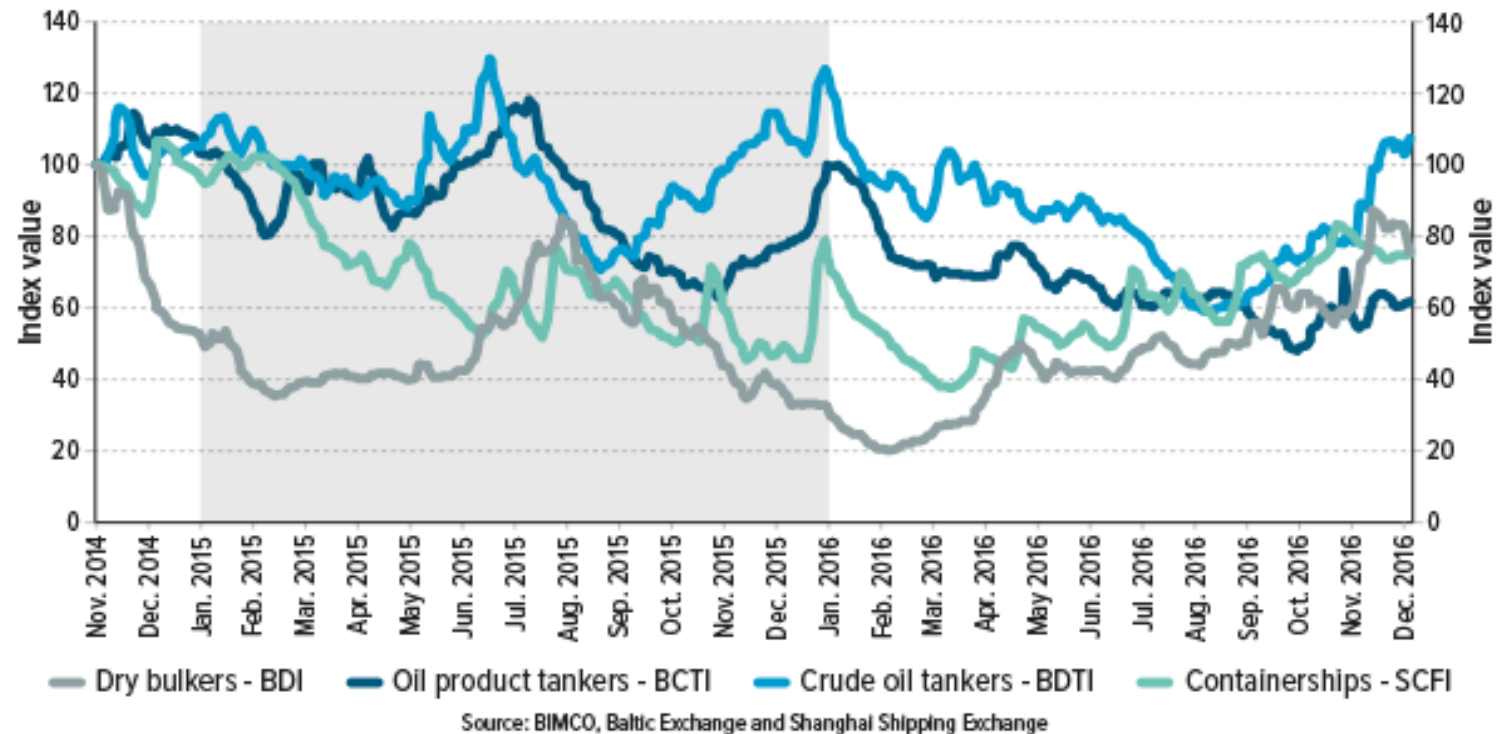
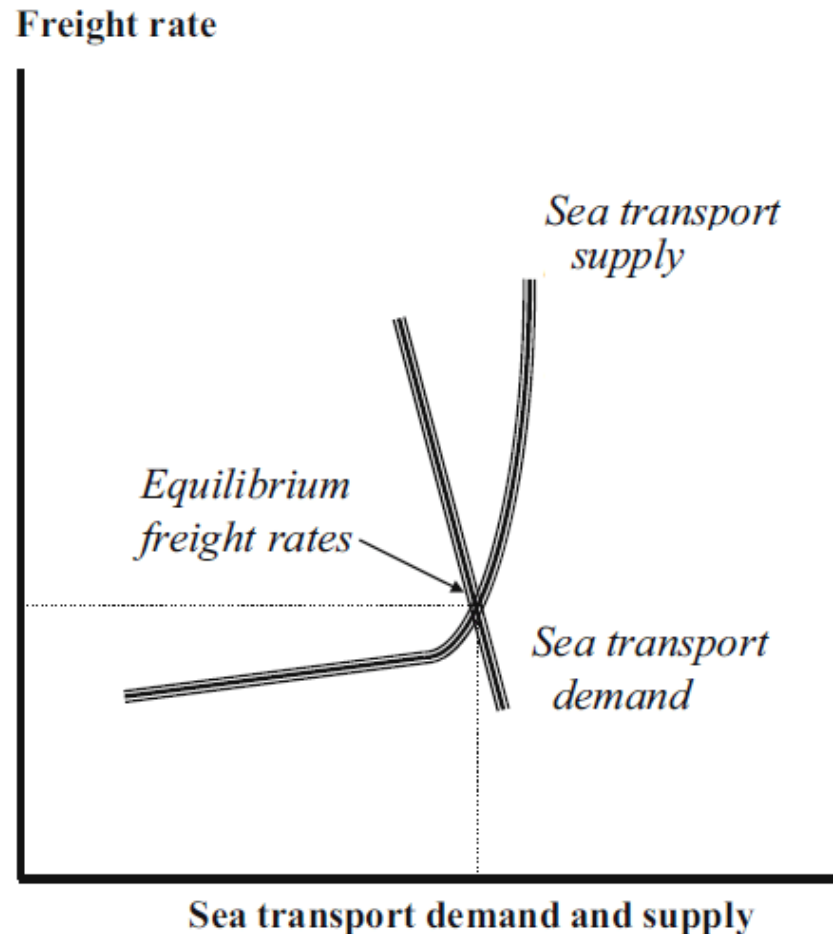


How the commitment to Best Industry Practices across all areas of operations is a differentiating factor and a competitive advantage.



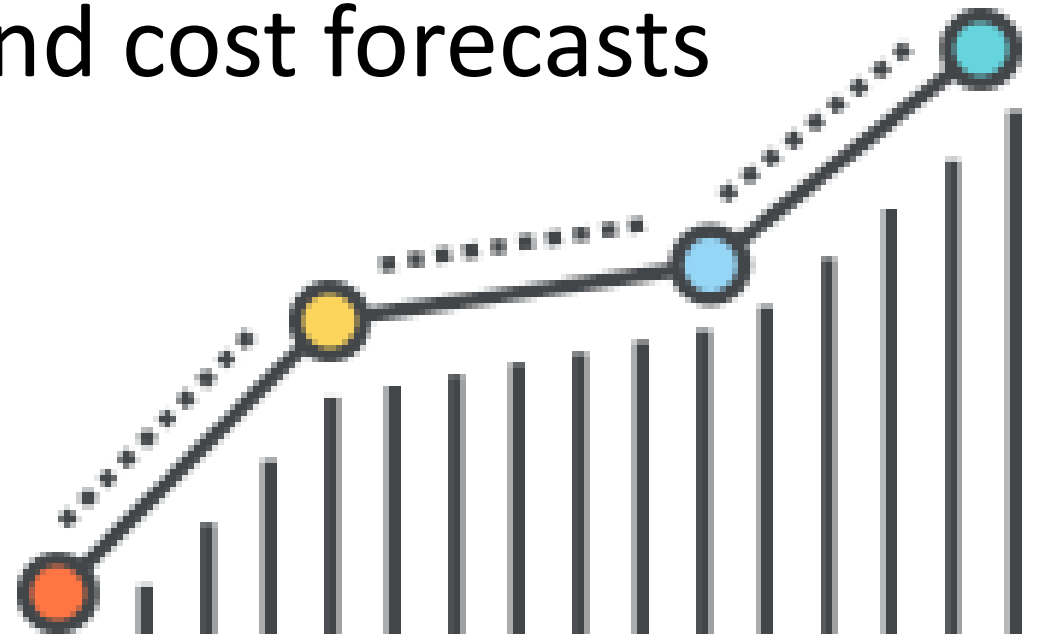
Operational Excellence in People's Operations
George Ousantzopoulos

Is operational excellence of value in the shipping industry?



Benefits of operational excellence

- High on hire levels
- Steady Insurance costs
- Accurate financial results and cost forecasts
- Customers' preference
- Peace of mind



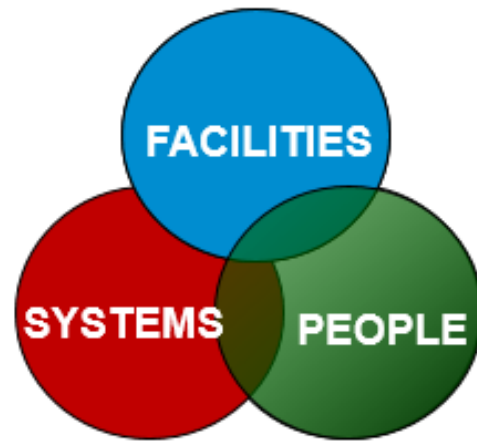
What's its cost and is it worth investing in operational excellence?



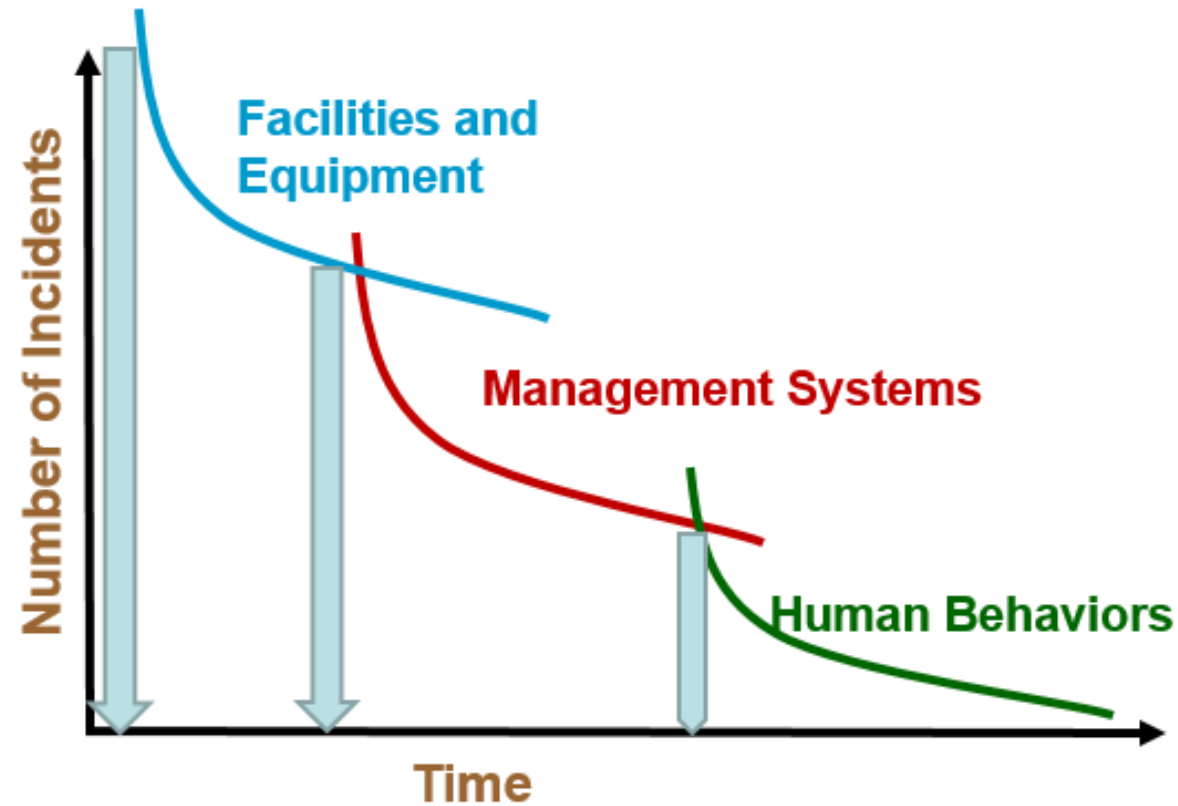




The evolution of SSH&E culture



'3 Pillars' of
SSH&E
Management

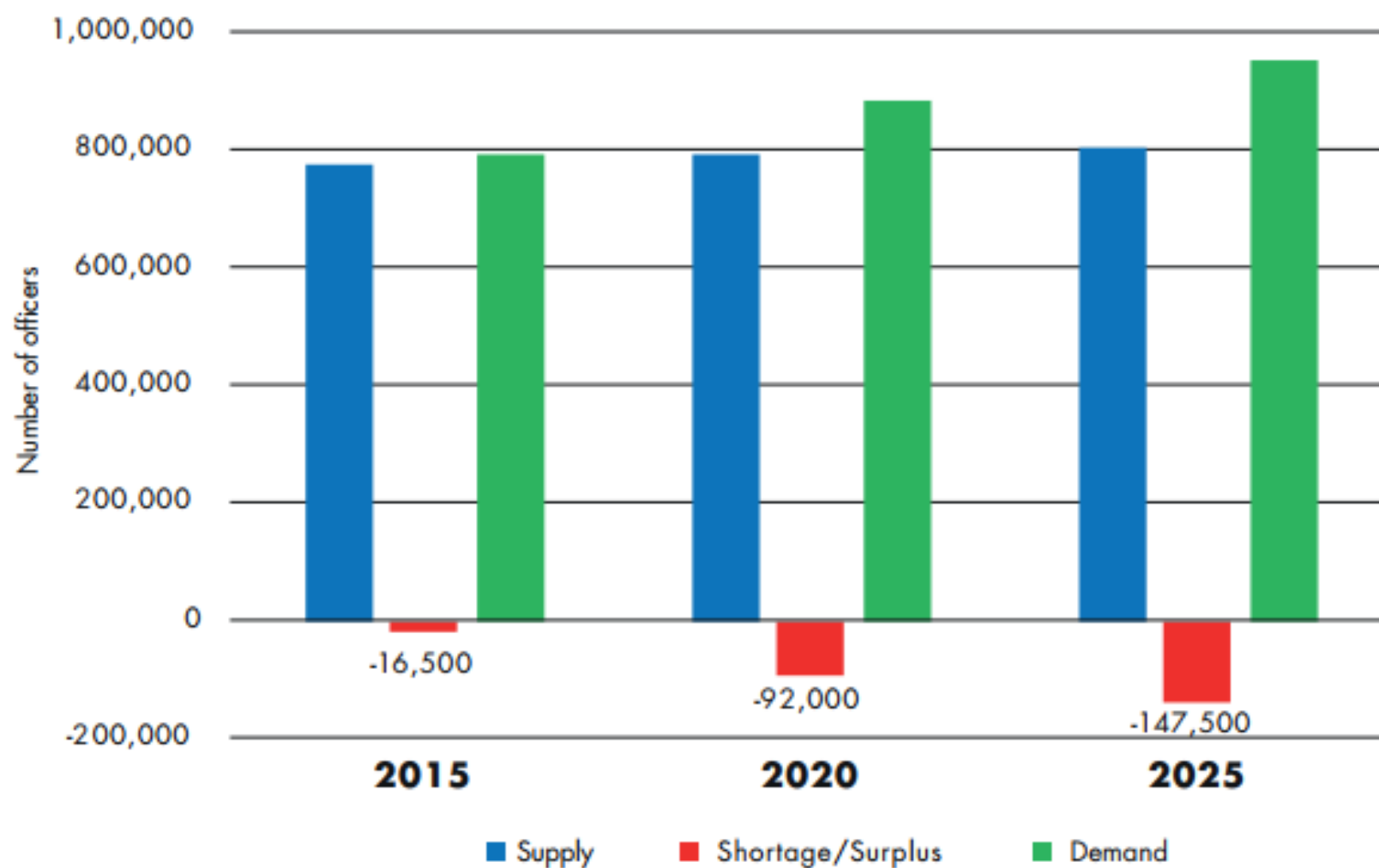


1996
– SIRE

2004
– TMSA

2016
HUMAN

Basic forecast for the future supply-demand balance for officers



Ask yourself?

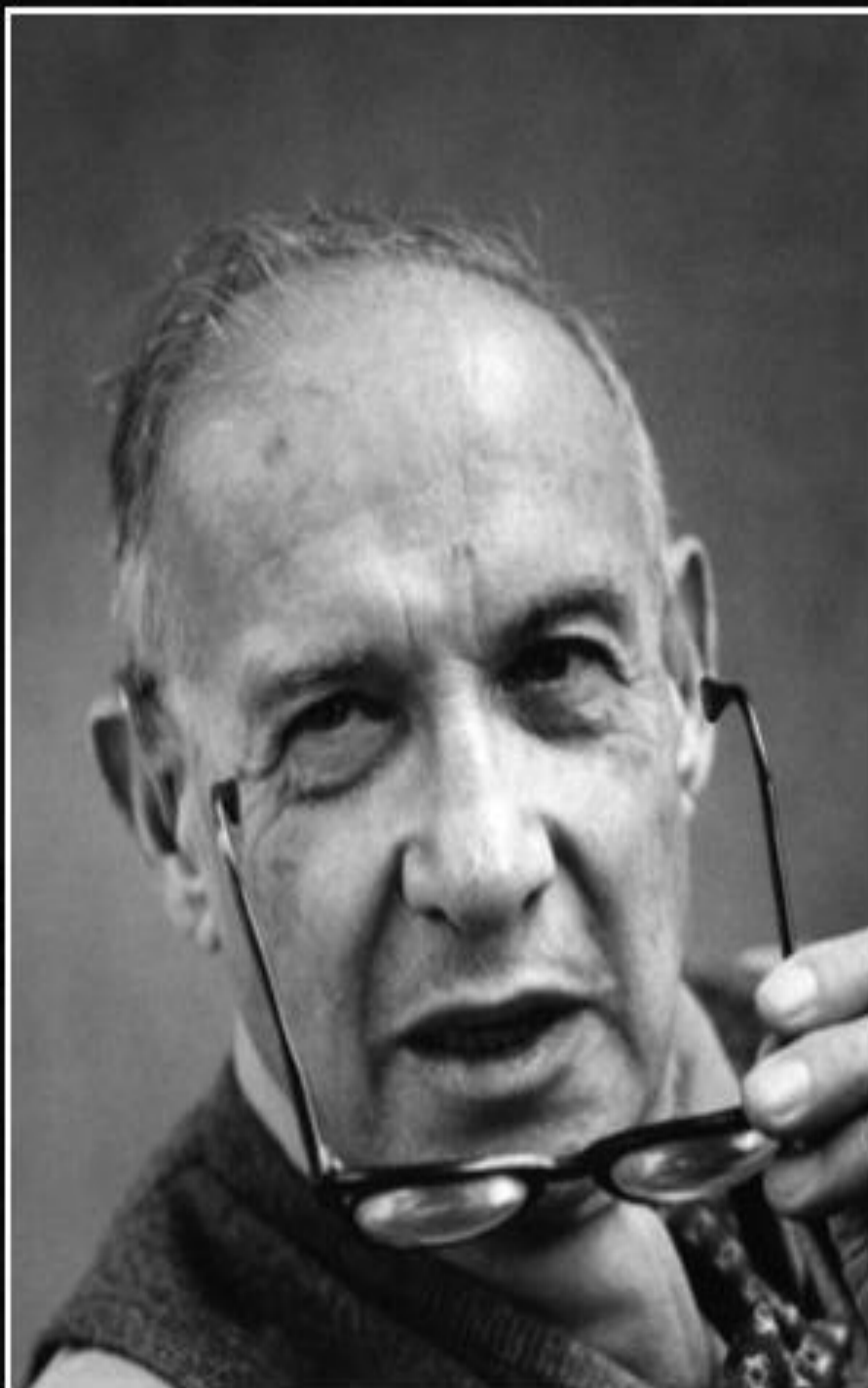
Does everyone in your organisation have a good understanding of your company's culture?

Values

Beliefs

Behaviors





Culture eats strategy for breakfast,

— *Peter Drucker* —

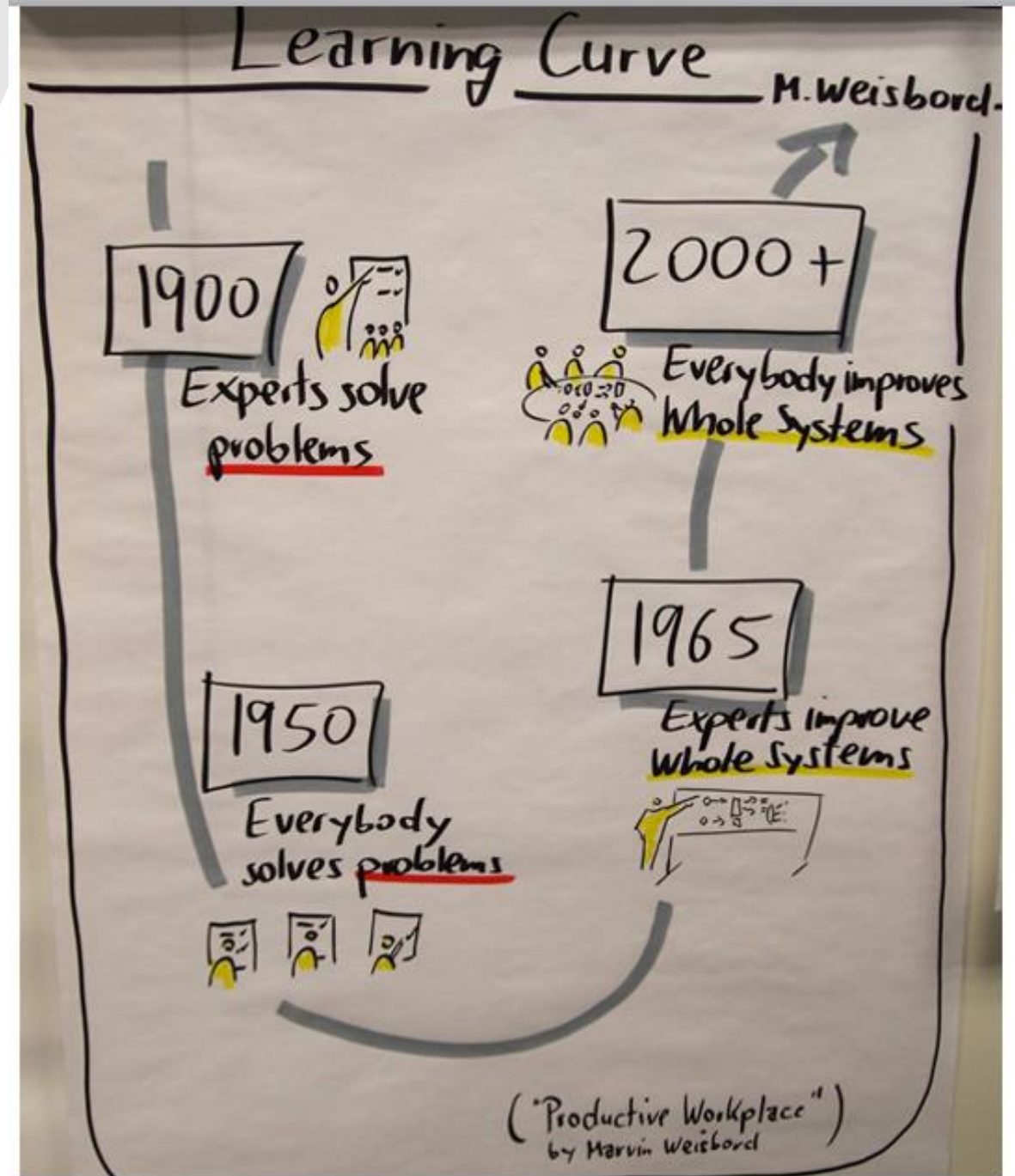
AZ QUOTES



**Have you
defined a
clear leadership
model in your
organization?**

Collective participation

Marvin Weisbord's
Learning curve





[Greatness by David Marquet - YouTube](#)

Commander of the nuclear submarine Santa Fe

*Thank you
for your time*

CFO asks CEO: "What happens if we invest in developing our people & then they leave us?"

CEO: "What happens if we don't, and they stay?"



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