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Driving Efficiency & Effectiveness in a Shipping Organization

3rd Annual Capital Link Greek
Shipping Forum

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Agenda

Trends Leading to Change

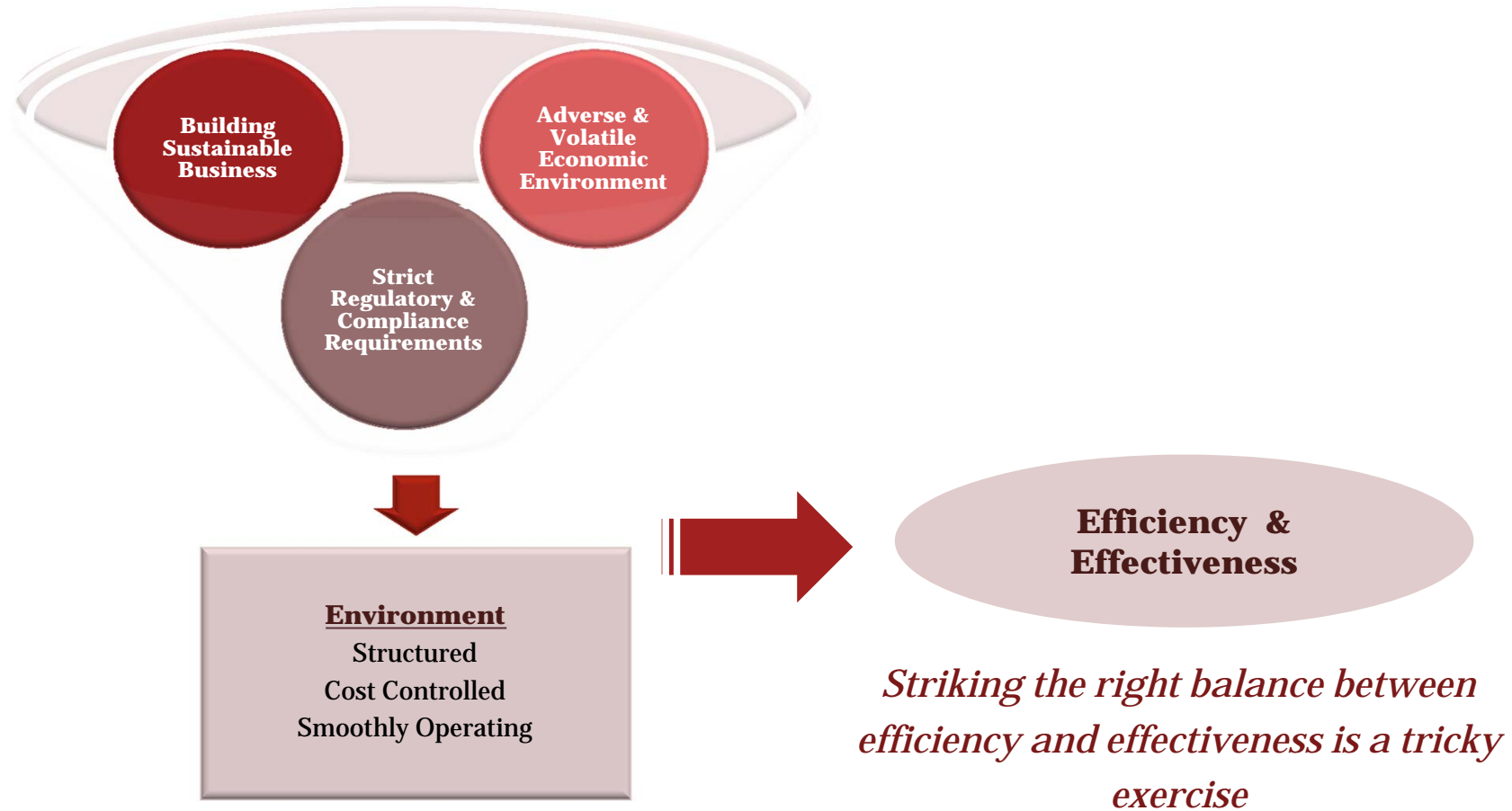
Facing a challenging operating environment

Areas of focus to improve Efficiency and Effectiveness

Changing the Culture

An investment with long – term return

Trends leading to change



Facing a challenging operating environment

Areas to focus on:

Budgeting System and Cost Control

Financial and Management Reporting

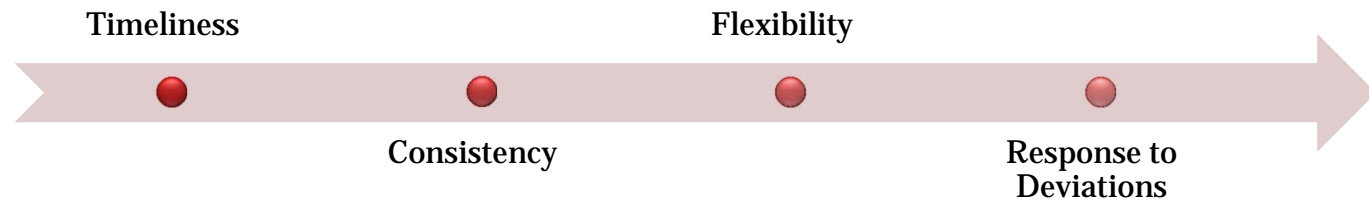
Process Optimization and Organizational Structure

Systems and Controls

Areas of focus to improve Efficiency & Effectiveness

Budgeting System and Cost Control

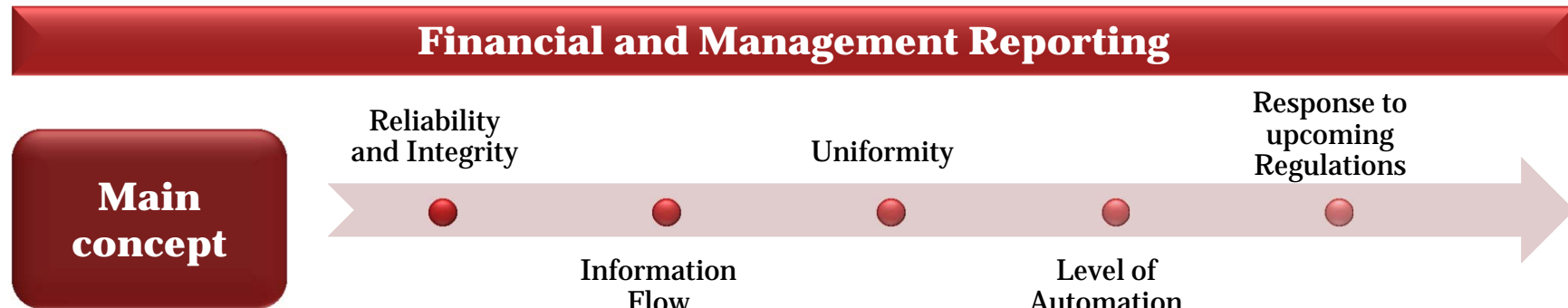
**Main
concept**



However, in practice...

- The Budget is rarely finalized by the beginning of the year,
- Historical data used +/- a percentage, instead of “zero-basis”,
- The Budget preparation period is very stressful for certain departments,
- Changing a key strategic assumption may require too much effort on amendments,
- Overemphasis to insignificant costs,
- Unrealistic targets set by Top Management

Areas of focus to improve Efficiency & Effectiveness

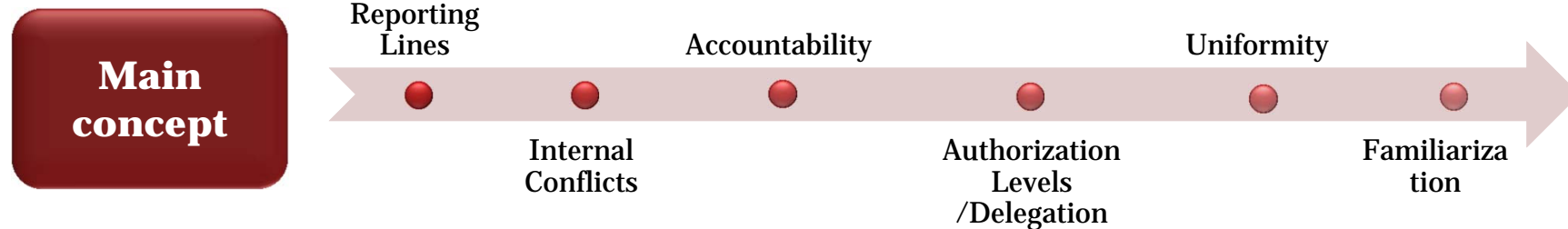


However, in practice...

- Too much reliance on excel spreadsheets, usually “not company property”,
- The necessary information not always readily available for decision making,
- Reports produced whereby neither the preparer nor recipient understands the value,
- Reports not easily adaptable to changes,
- Overlapping information in different reports serving the same purpose.

Areas of focus to improve Efficiency & Effectiveness

Process Optimization and Organizational Structure

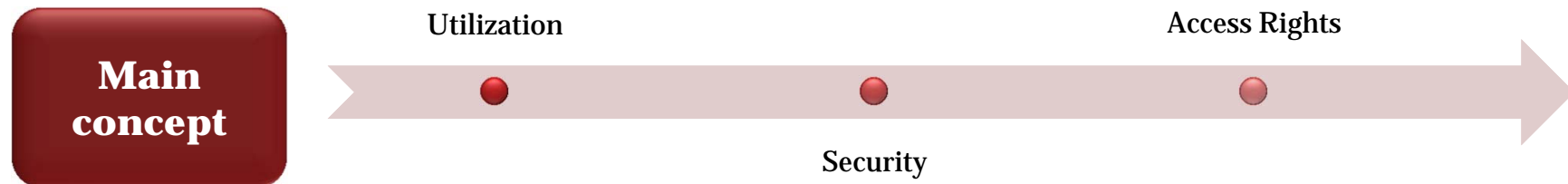


However, in practice...

- Responsibilities allocated per person rather than job position,
- Routine defines the way daily activities are performed instead of business risk,
- Cooperation among departments not harmonized when vague responsibility lines,
- Tasks/works may be duplicated,
- Executives may perform secretarial work,
- Resources are not utilized in their full capacity.

Areas of focus to improve Efficiency & Effectiveness

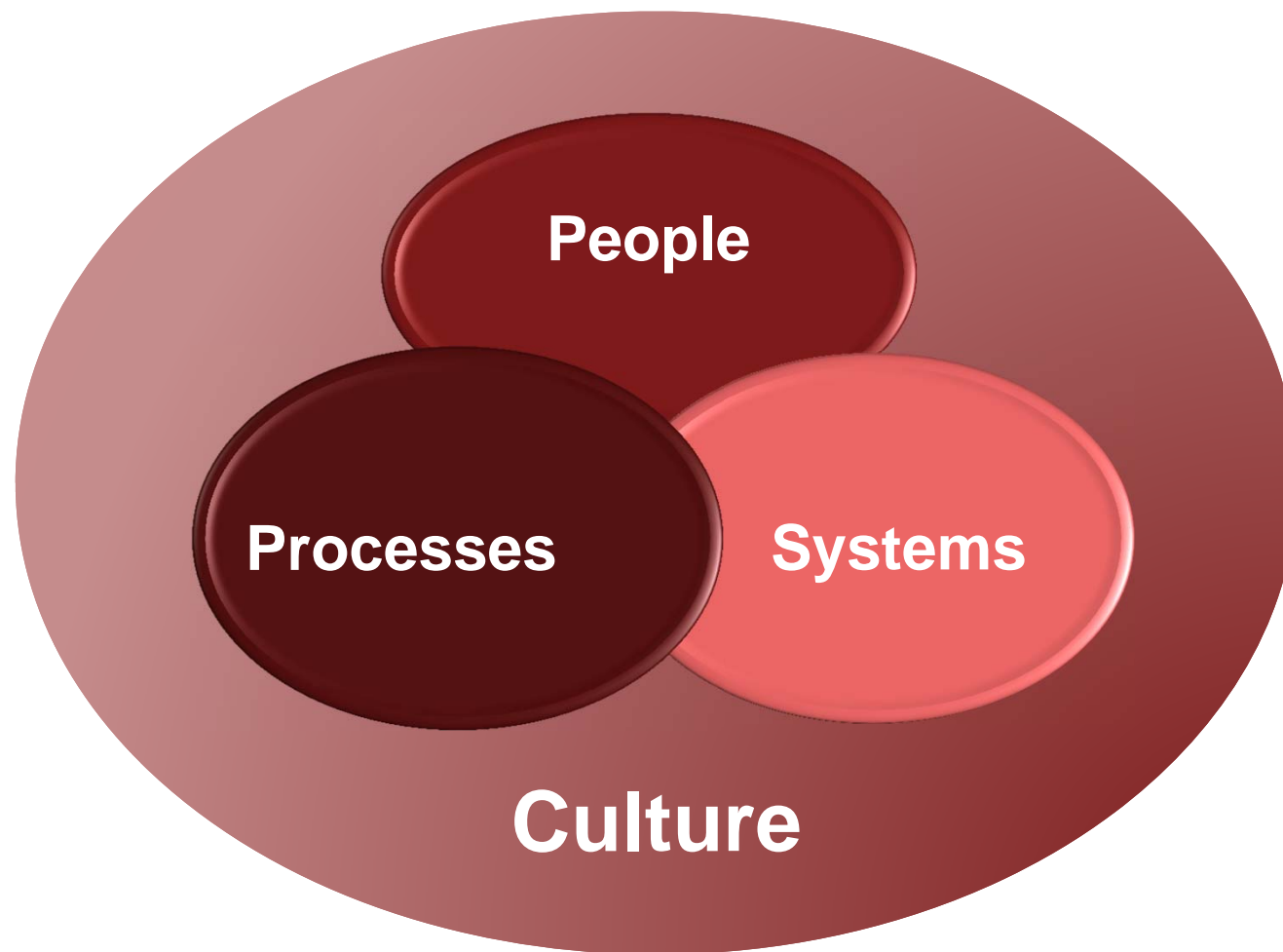
Systems and Controls



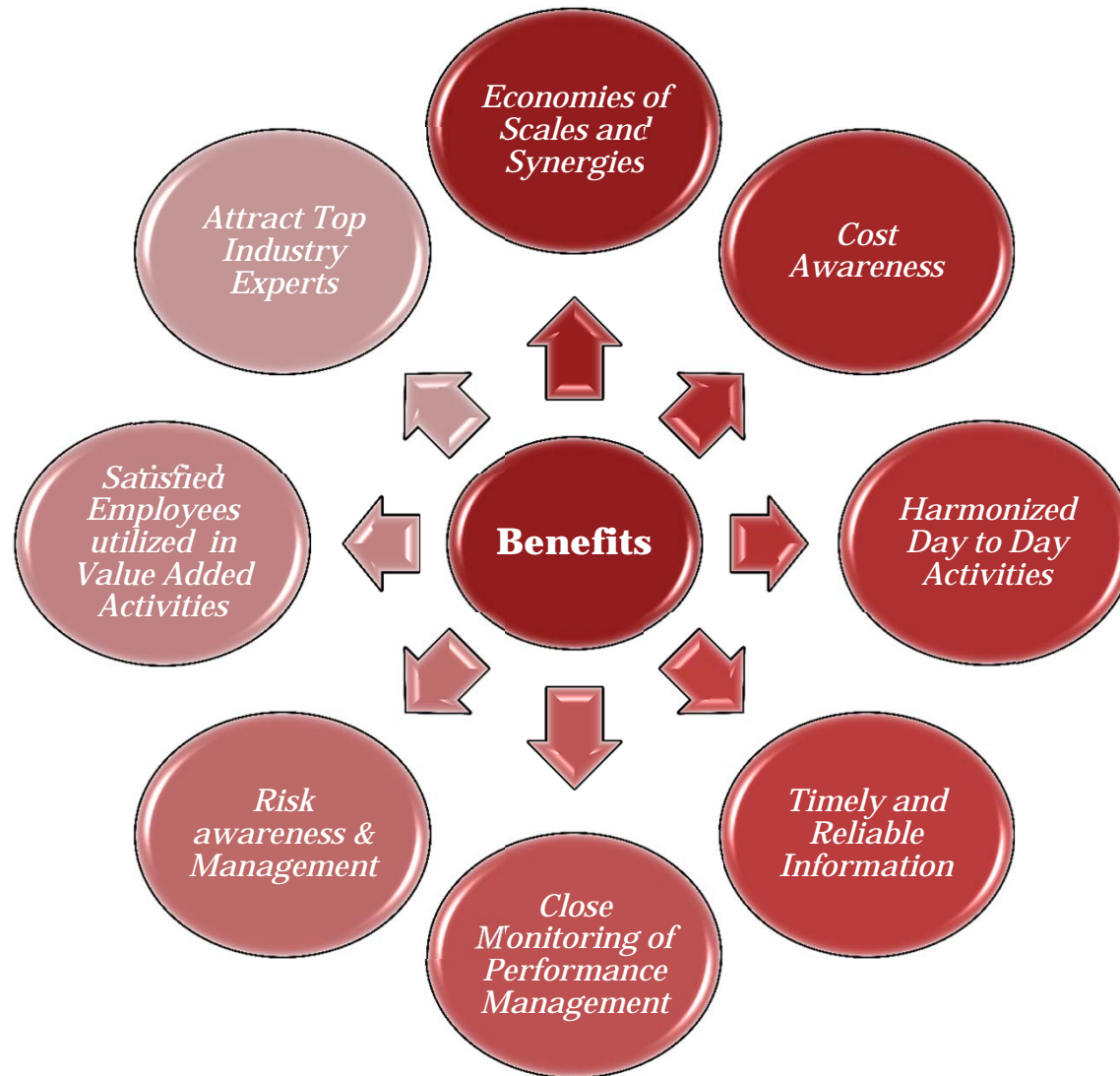
However, in practice...

- Underutilizing IT systems, although time and money spent on their acquisition,
- Systems Security is not considered as a high priority area,
- Company's objectives are not supported by the IT infrastructure,
- Access rights not granted in accordance to duties and responsibilities.

Changing the Culture



An Investment with long –term return



Thank You!

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