

ECT Delta Terminal reconsiders service supply chain

Proper collaboration basis for professional organisation

The Delta Terminal is one of the terminals of ECT, the biggest container terminal operator of Europe. It went through a change program of 4 years with a strong focus on 'learning to trust each other and to let go'. The total service logistics process has been professionalised and the cooperation between procurement and the technical maintenance department has been improved strongly. Gordian supported this process, with great success!

Culture of firefighting

ECT Delta Terminal is a colossal organisation with a complex service logistics structure. To maintain the availability and reliability of all assets and to optimize the work force of 200 people in the maintenance organisation ECT decided to start an improvement program.

One of the bottlenecks seemed to be the lacking availability of service parts to do proper maintenance on the assets. Moreover the organisation was not even aware of the exact figures on parts availability. There existed a clear firefighting culture that not only jeopardised the continuity of the process but definitely also affected the efficiency of the organisation. Gordian got the assignment to improve the procurement processes and to facilitate a better connection between the different departments.

Collaboration, forecasting & performance

To improve the collaboration Gordian started to implement category management, a procurement concept for which the complete assortment is divided into product categories. It is a systematic, disciplined approximation of managing a product category as a strategic business unit. Besides the procurement and logistics departments got involved in the periodic meeting of the technical maintenance department.

Gordian also entirely optimised the ERP system. The system now automatically creates a demand forecast based on historical data and calculates the necessary safety stock for every part, based on the required service levels. The performance improved substantially.

Mutual trust

The result of this project is an optimised service supply chain. This is based on mutual trust between procurement, logistics, and the maintenance organisation. A clearly better collaboration was achieved by optimizing the spare parts planning. The parts availability has improved and costs have been reduced. Currently order levels are mainly calculated based on statistical data, whereas previously these levels were determined based on routine. A clear process and central system creates trust in the organisation.

To monitor performance Gordian set up a 'plan-do-check-act cycle' for the entire service supply chain in order to intervene in the event of "bad performance" as soon as possible. When end results are not met, the corresponding responsible person can just consult the performance dashboard and continue proactively. This simple concept motivates people since they have direct insight in the effects of their own actions on the work floor. Mission accomplished!



"The most valuable result of this project is the disappearance of the walls between maintenance, logistics, and procurement."

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