



## Case Snippet: Lean Deployment for a Global Container Shipping Services Provider



### Situation & Challenges

The client assessed its current container deployment in the South-East Asian region to be inefficient. As a result, various types of waste were created. They include unnecessary waiting time, imbalanced inventory, additional repositioning costs and potential loss of bookings. Current repositioning costs was estimated at 2 million USD which had an undesirable impact on the business performance and customer satisfaction.

### Our Approach

We presented an approach to the client to adopt Lean thinking and management practices to help solve the problem. Management and staff participated in a one-day Lean Thinking workshop, followed by an additional day of PDCA problem-solving technique and tools workshop for the project team that was set up to tackle the container deployment inefficiency.



Facilitated by a consultant from Operational Excellence Consulting, the project team set a goal to improve the container deployment efficiency by improving the forecasting accuracy from 65% to 85% within three months.

The process improvement activities included:

- Data collection and analysis of the forecasted and actual deployment for the last 12 months
- Identification of the possible causes and nailing down the real causes of the problem
- Brainstorming of possible countermeasures and decision-making on the short-term and medium-term solutions
- Implementation of the solutions and follow-up

## Results

After a period of three months, the client was able to achieve the target of 85% forecasting accuracy, and that translated to over 2 million USD cost savings for the company. Encouraged by the significant achievement, the client went on further to apply the PDCA problem solving process to other projects and as well as some Lean methods and tools that they had learned during the workshops to their daily management activities.