

Executing Transformation: How to implement best operations strategy A case study of the Pontianak Container Terminal

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Port of Pontianak

14th ASEAN
PORTS & SHIPPING

2016

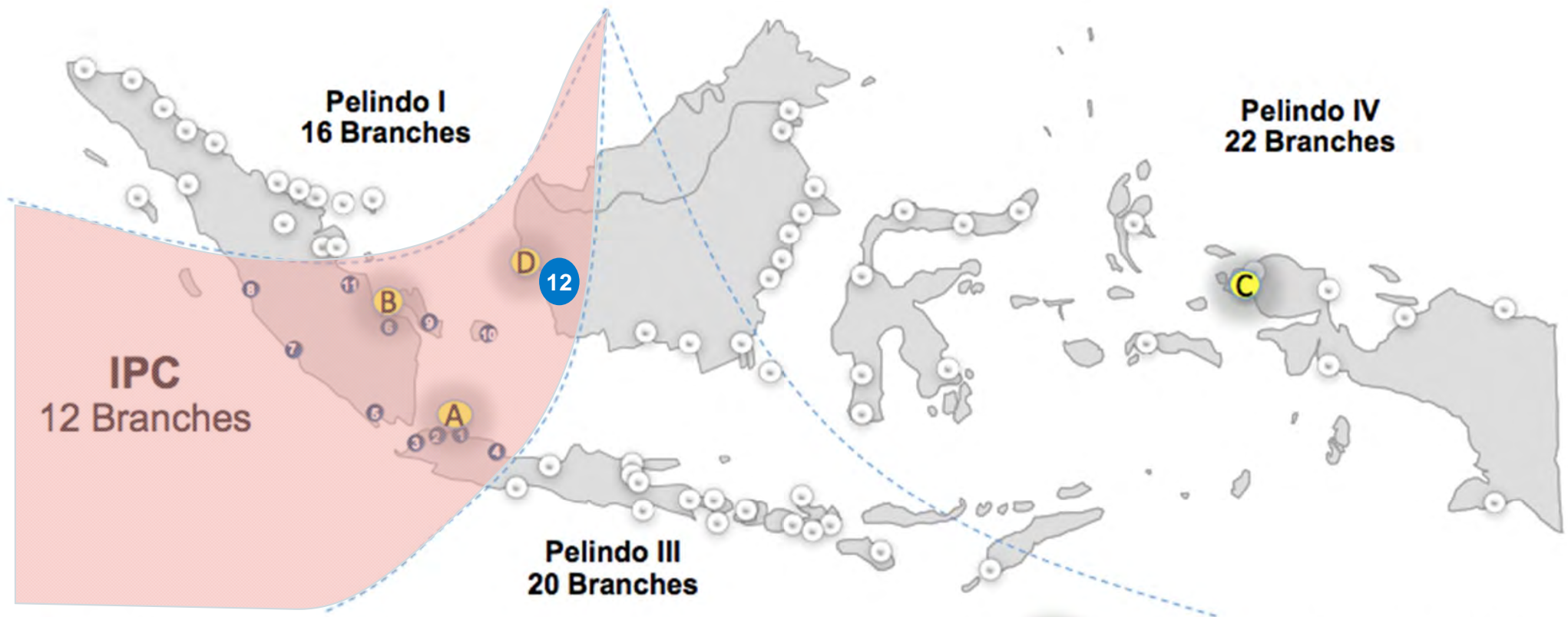
THE LANDMARK BANGKOK, THAILAND
THURSDAY 14 AND FRIDAY 15 JULY 2016

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1	Pontianak Container Terminal Profile
2	Stage and strategy of Transformation
3	Executing Transformation
4	Result (before and after)
5	Key Learning Point

Indonesia Port Corporation (IPC) has 12 branches

One of the branches is Pontianak port which located in Borneo island



● IPC Branches

- | | |
|----------------------------|--------------------------------|
| 1 Port of Tanjung Priok | 7 Port of Pulau Baai, Bengkulu |
| 2 Port of Sunda Kelapa | 8 Port of Teluk Bayur, Padang |
| 3 Port of Ciwandan, Banten | 9 Port of Pangkal Balam |
| 4 Port of Cirebon | 10. Port of Tanjung Pandan |
| 5 Port of Panjang, Lampung | 11. Port of Talang Duku, Jambi |
| 6 Port of Palembang | 12. Port of Pontianak |

● IPC New Development Project

- A. NEW PRIOK PORT
- B. PORT DEVELOPMENT IN TANJUNG CARAT-SOUTH SUMATRA
- C. SORONG WEST PASIFIC HUB PORT
- D. KIJING PORT DEVELOPMENT – WEST KALIMANTAN

West Borneo in Indonesia has 10 ports

6 ports are operated by PELINDO II which Port of Pontianak as the main port



Government Port

Infrastructure parameter

Channel

length	31.00 km
width	60 m
depth	-4.5 m LWS to -11 m LWS

Basin

Total area	3.41 ha
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Berth

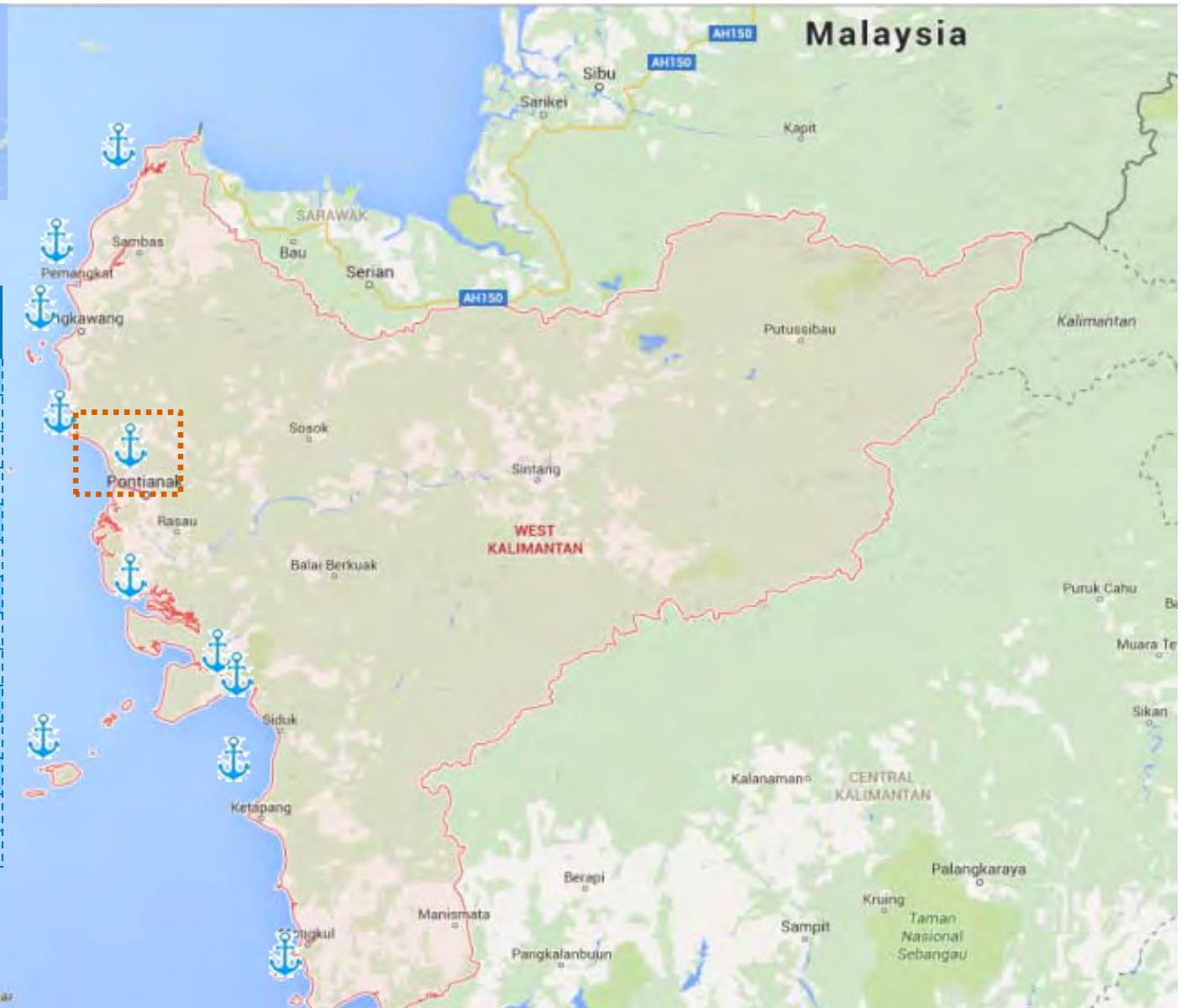
length	812 m
depth	-3.7 m LWS to -5.3 m LWS

Warehouse

Total area	0.175 ha
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Yard

Multipurpose	1.4 ha
Container	4.77 ha

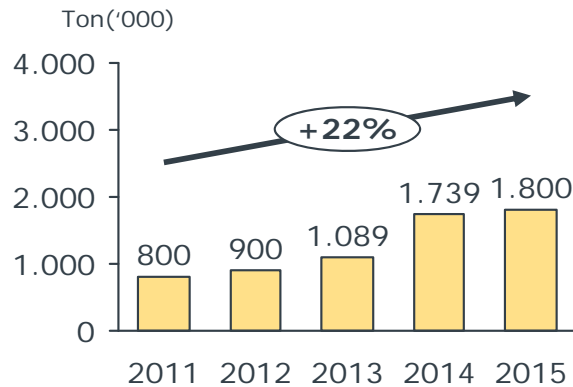


Pontianak Port volume is growing vastly over time

This fact is related to the growing economy of West Borneo year by year

Several basic port indicators are shown below as evidence to the growing volume in Pontianak port

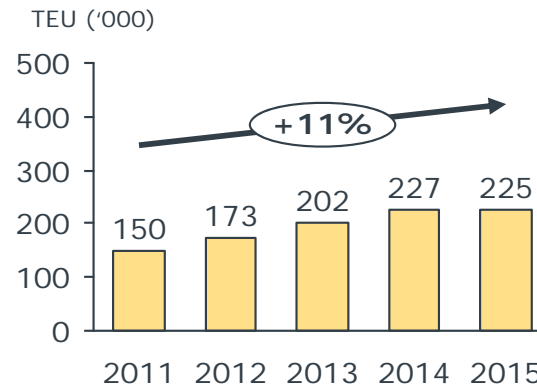
22% increasing of non-containerized cargo ...



Non-container commodity is dominated with general cargo

- In 2014, dry bulk and liquid bulk business starts in Pontianak port
 - Significantly increase the throughput in 2014

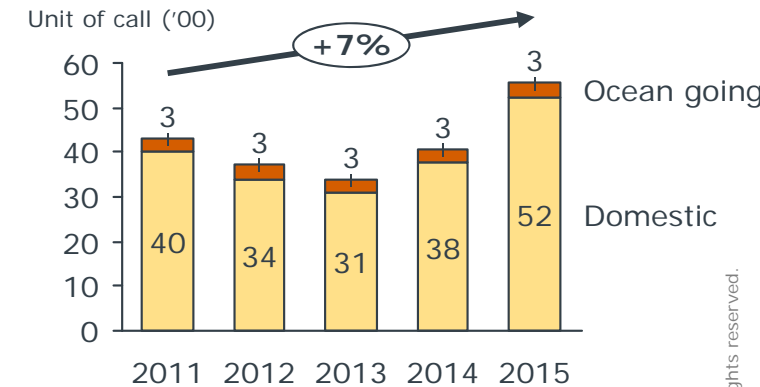
... and 11% increasing of containerized cargo for past 5 years ...



Throughput is dominated by domestic trade

- Around 4% of the throughput volume comes from ocean going trade
 - Around 87% of the throughput volume are 20" container and the rest is 40" container
- Around 76% of domestic throughput is due to inbound activity
 - Inbound container comes mainly from Jakarta

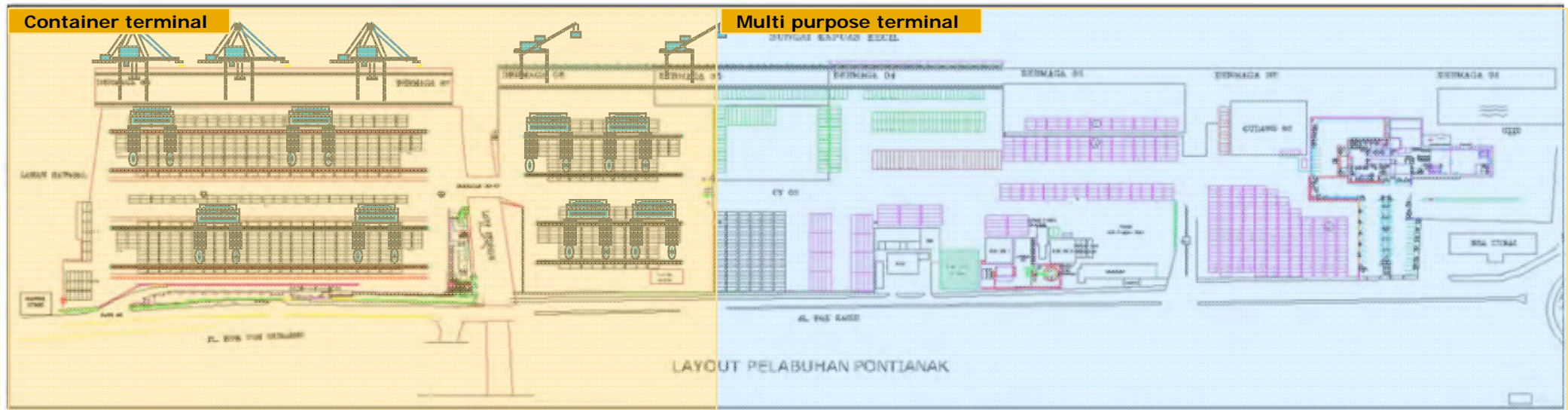
... are mostly driven by domestic call



Ship call is dominated by domestic trade

- Around 8% of the ship call comes from ocean going trade
 - Ocean going trade consists mainly of Singapore-Pontianak route
- Others ship call than above consists mainly for interisland ship, pioneer ship, and government ship

On contrary Port of Pontianak has a very limited space to serve current volume (1.8 Million cargo and 225K TEU's)



Infrastructure

Yard parameter

- 4 block for Inbound/Outbound
- 1 unit Power House
- 2 Block Buffer area
- 2 Lane Gate in
(1 with weight bridge)
- 2 Lane Gate Out
- Wi-fi and Lighting Tower

Equipment

Yard equipment

- 8 unit RMGC Ex-HDHM (80 MT)
- 2 Reach Stacker Ex-Kalmar
- 2 Side Loader Ex-Komatsu & Kalmar
- 9 ITV Ex-Terberg (add.4 Ex-Ottawa)

Quay equipment

- 2 unit QCC Ex-HDHM (61 MT)
- 1 unit QCC Ex- Mitsui (30,5 MT)
- 1 unit Jib crane Ex-Cummins (35 MT)

Other facility

Workshop

- Located inside multi-purpose terminal

Site office / Control Tower

- In 2015 located inside container terminal but will be moved to head office in the near future

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Port of Pontianak was became a national headline due to poor operations management
It caused long waiting time for berthing (avg \pm 7 days) and heavy congestion



The Worst Container Terminal in Indonesia

Can not discharge

PELABUHAN

Ribuan Peti Kemas Tak Bisa Dibongkar

PONTIANAK, KOMPAS — Satu dari dua alat bongkar muat peti kemas atau *container crane* milik PT Pelabuhan Indonesia II Cabang Pontianak, Kalimantan Barat, rusak sejak 11 Juli. Akibatnya, sejumlah pengusaha ekspedisi mengalami kerugian karena jadwal distribusi barang dari luar pulau ke Pontianak menjadi kacau.

Bahkan, sembilan kapal barang yang mengangkut 1.800 peti kemas dan sudah 11 hari masuk ke Pelabuhan Pontianak hingga kini

bisa segera dioperasikan kembali," kata General Manager PT Pelabuhan Indonesia (Pelindo) II Pontianak Anris Bahar saat meninjau perbaikan *container crane* bersama Administratur Pelabuhan Pontianak Pieter Nababan dan Kepala Dinas Perhubungan Kalbar Ibrahim Basri, Selasa.

Manajer Terminal Peti Kemas Pelabuhan Pontianak Kartiko Yuwono menuturkan, dalam kondisi dua alat bongkar muat yang rusak, peti kemas yang masuk ke Pontianak

"Ada sembilan kapal yang masuk ke Pontianak yang masih menunggu bongkar muat," kata Anris.

Secara teknis, PT Pelabuhan Indonesia II Cabang Pontianak (Pelindo II Cabang Pontianak) dan Ekspedisi Indonesia (Gafesti) Kalbar Retno menyatakan, kerusakan alat bongkar muat peti kemas di Pontianak mengakibatkan distribusi barang

TRANSPORTASI & LOGISTIK | 15

Pelabuhan Pontianak nyaris lumpuh

Almost cripple down

BIAYA TINGGI
Di sisi lain, pengusaha Gabungan Forwarder Logistik dan Ekspedisi Indonesia (Gafesti) menunda biaya tinggi yang muncul pada kegiatan bongkar muat lebih disebabkan pemeriksaan fisik (behandle).
Pemeriksaan fisik terhadap peti kemas impor di Jakarta International Container Terminal (JICT) Nomor P-07/BC/2007 tentang Pemeriksaan Fisik Barang Impor, kegiatan behandle dapat dilakukan berdasarkan klasifikasi barang sehingga muncul tingkat kegiatan pemeriksaan fisik yaitu 10%, 30% dan 100% dari seluruh peti kemas impor yang masuk pelabuhan.
"Meskipun hanya diperiksa (behandle) 10% atau 30% dari jumlah peti kemas yang diimpor tetapi biaya behandle kepada pemilik barang impor tetap dipungut 100% oleh operator terminal peti kemas," ujarnya pekan lalu.
Presdir JICT Helman Sembiring, saat dikonfirmasi mengatakan manajemen JICT akan memberikan keringanan biaya behandle jika pemilik barang impor yang terkena tingkat pemeriksaan 10%, dan 30%, dan akan

Posisi kapal di Pelabuhan Pontianak*

Nama kapal	Tiba	Anon	Berangkat/berkel

Pelabuhan Pontianak mengalami kongesti
... kapal peti kemas pengangkut ... pokok antre dalam 7 hari menunggu pelayanan sandar.

Pelabuhan Pontianak sangat padat

Too crowded

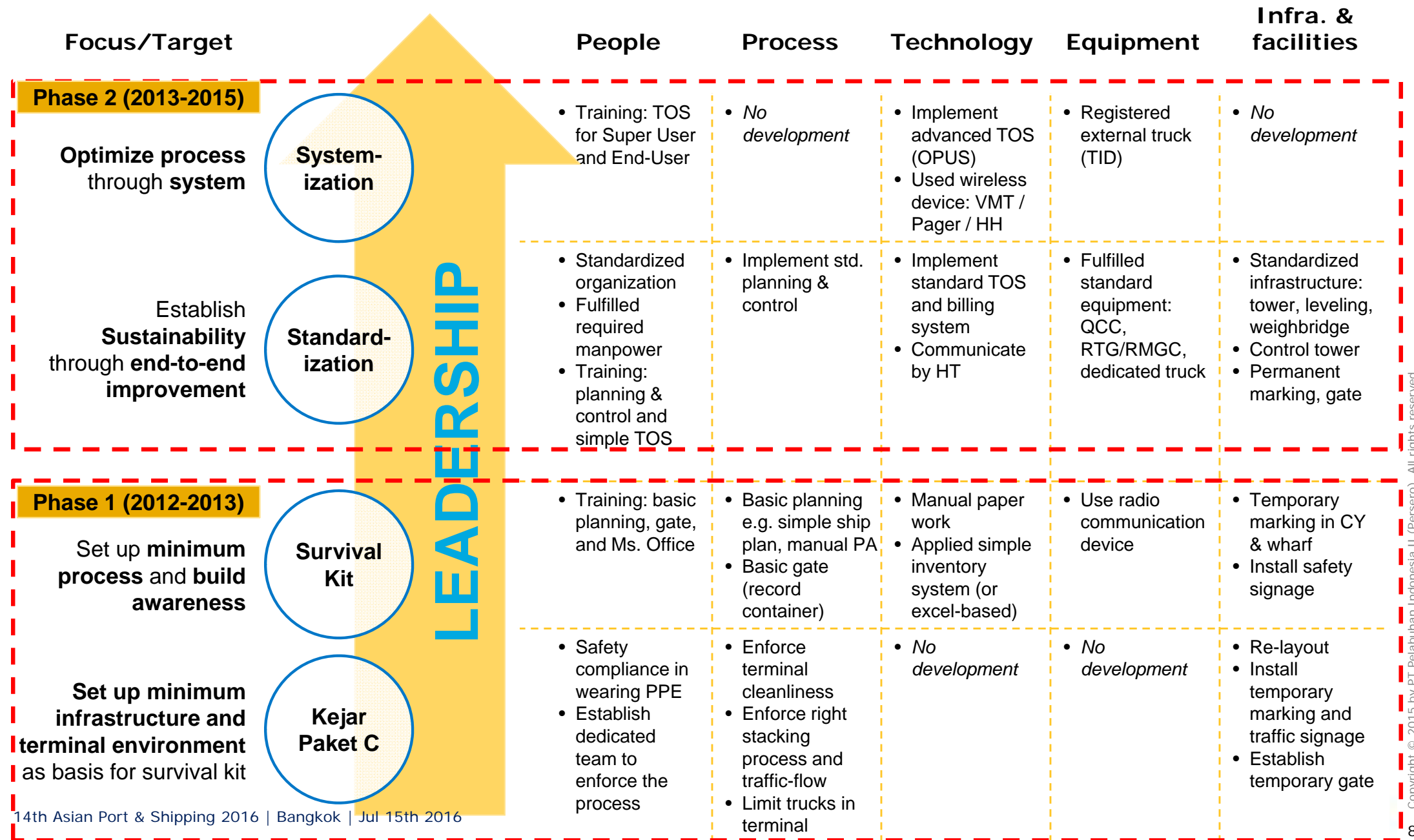
Pelindo II siapkan penataan ulang area lini 1

Sewaktu selesai kegiatan rit di luar pelabuhan, peti kemas angkut kembali langsung ke dalam karena tidak ada ruang pelabuhan yang terfungsikan untuk peti kemas yang menunggu.

Best terminal practices is the only way to make Pontianak its SLA; and it requires a TRANSFORMATION

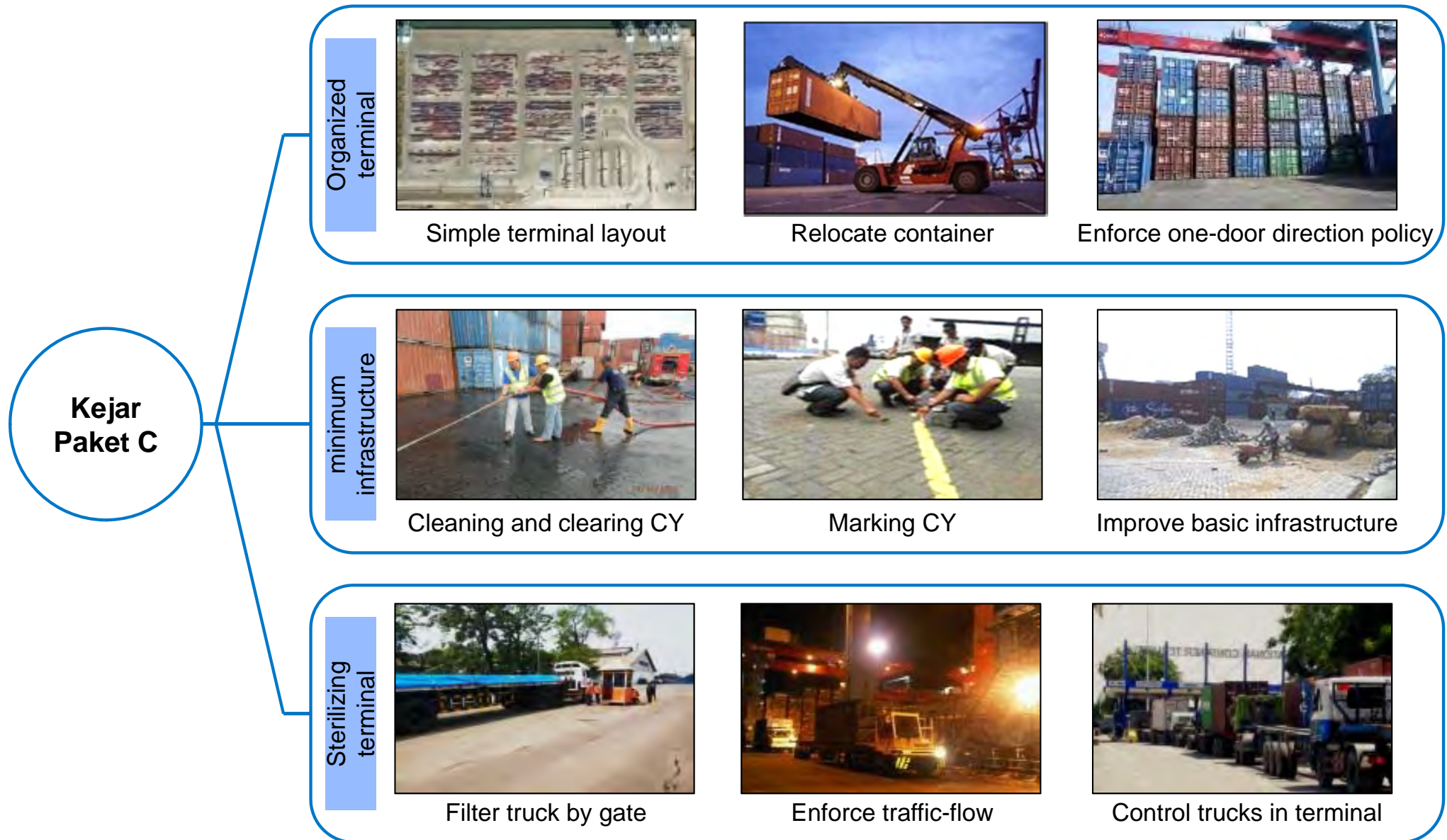
Transformation was applied in 2 stages as strategy

The management established new leader and local champion for each phase



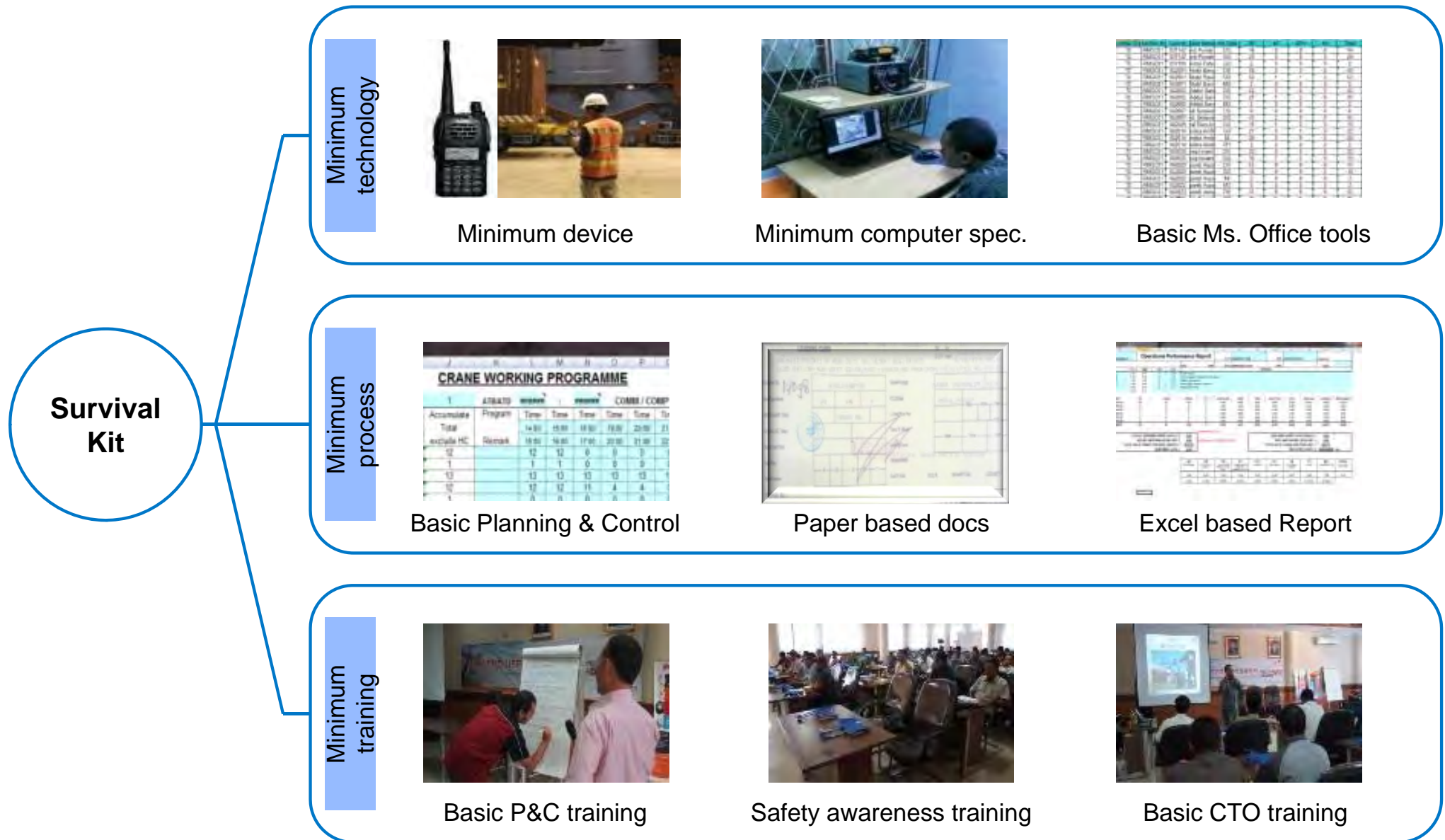
3 spirits of Kejar Paket-C stages

Organize terminal layout, minimum infrastructure, sterilizing terminal



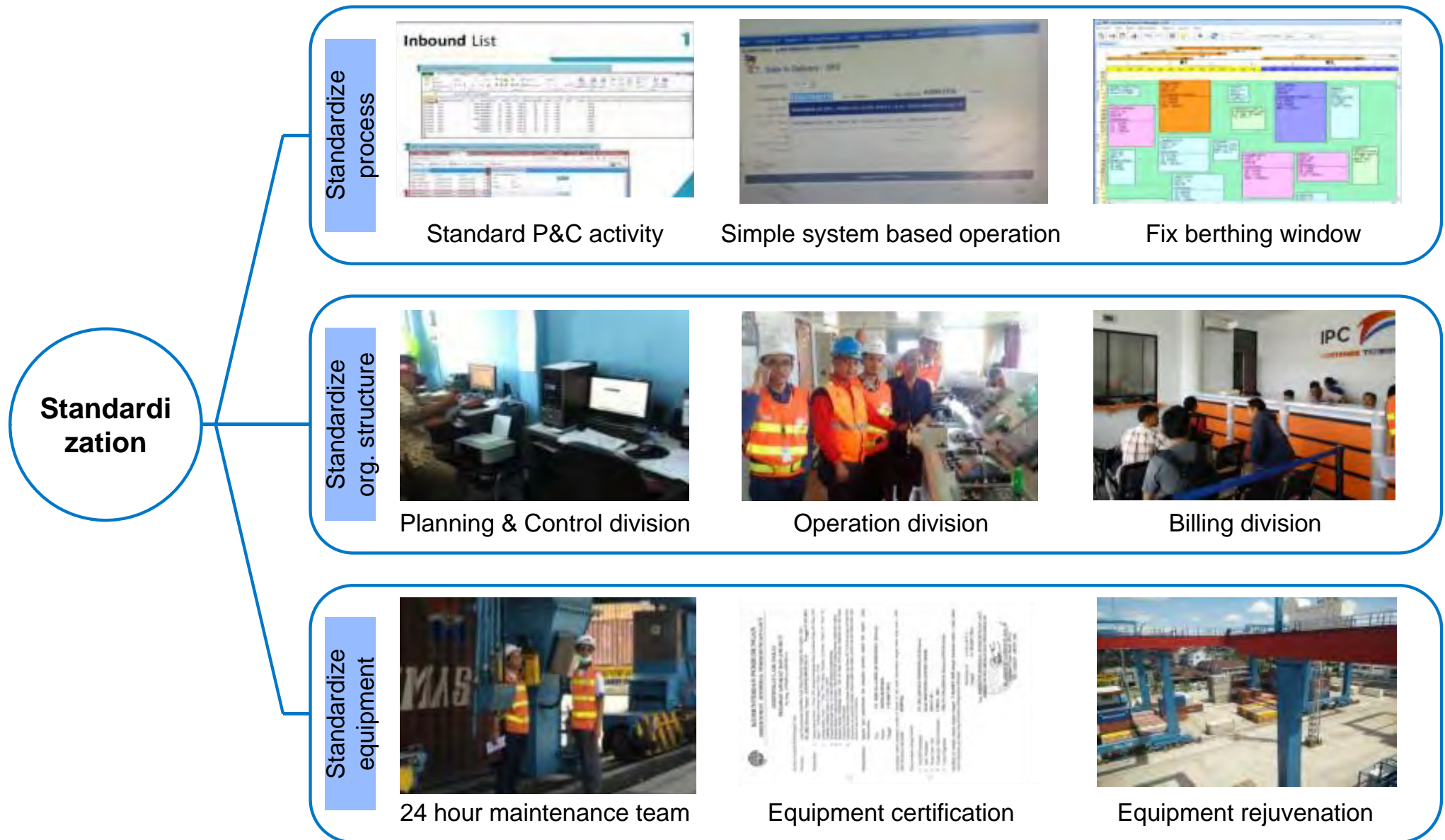
3 spirits of Survival Kit

Minimum technology, minimum process, minimum training



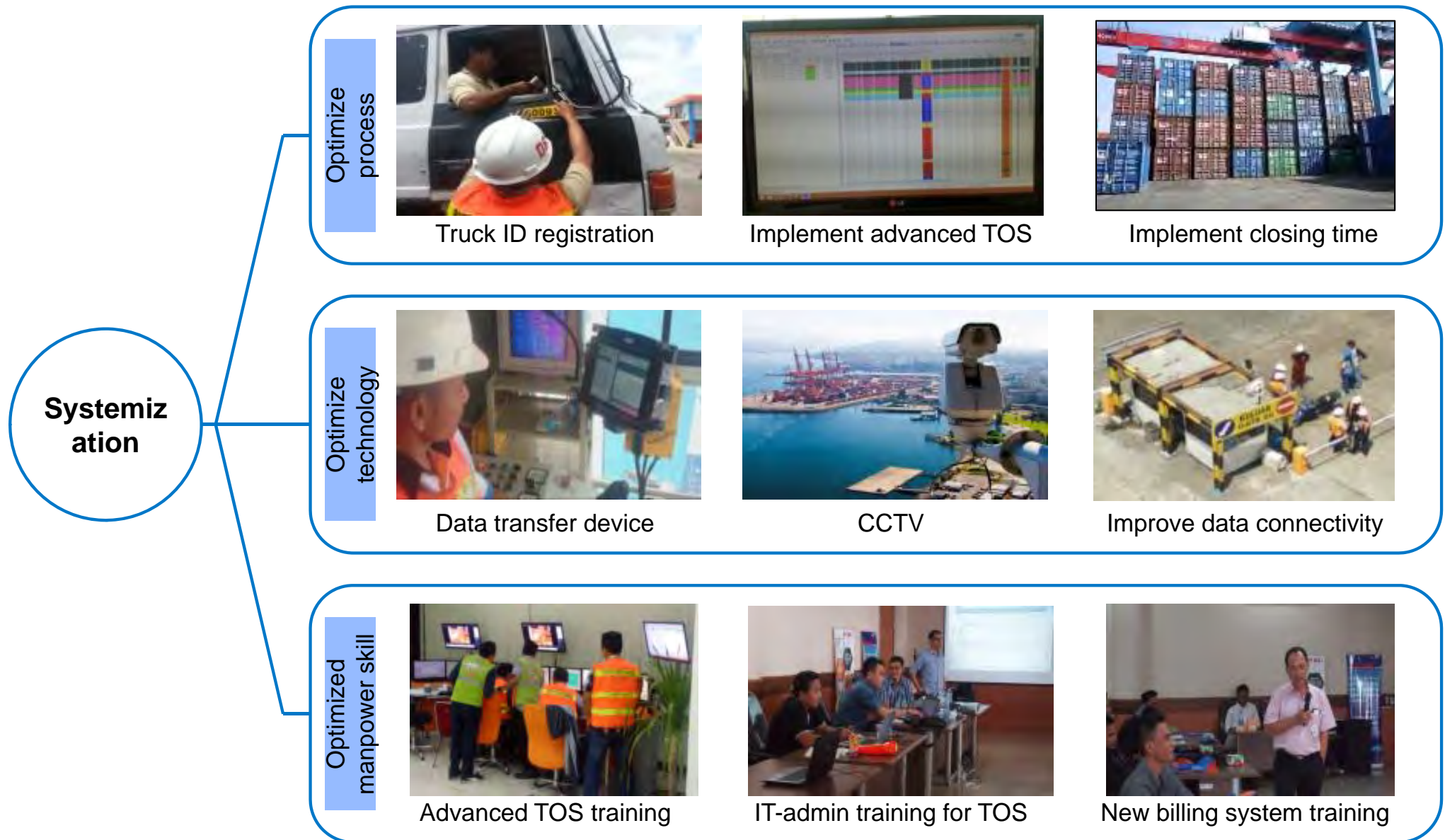
3 spirits of Standardization

Standardize process, standardize org. structure, standardize equipment



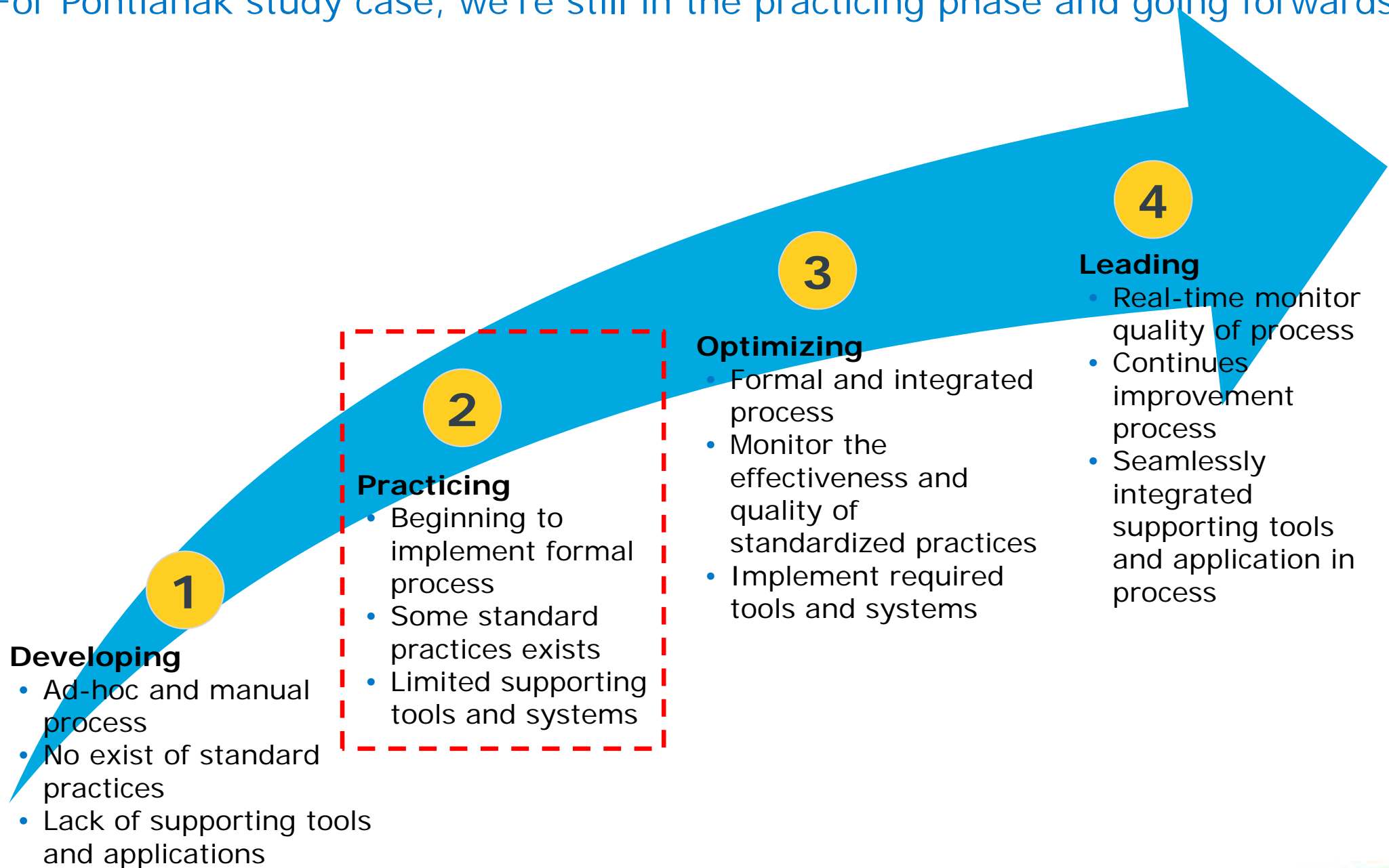
3 spirits of Systemization

Optimize process, optimize technology, optimize manpower skill



Transformation strategy itself has its own maturity level

For Pontianak study case, we're still in the practicing phase and going forwards



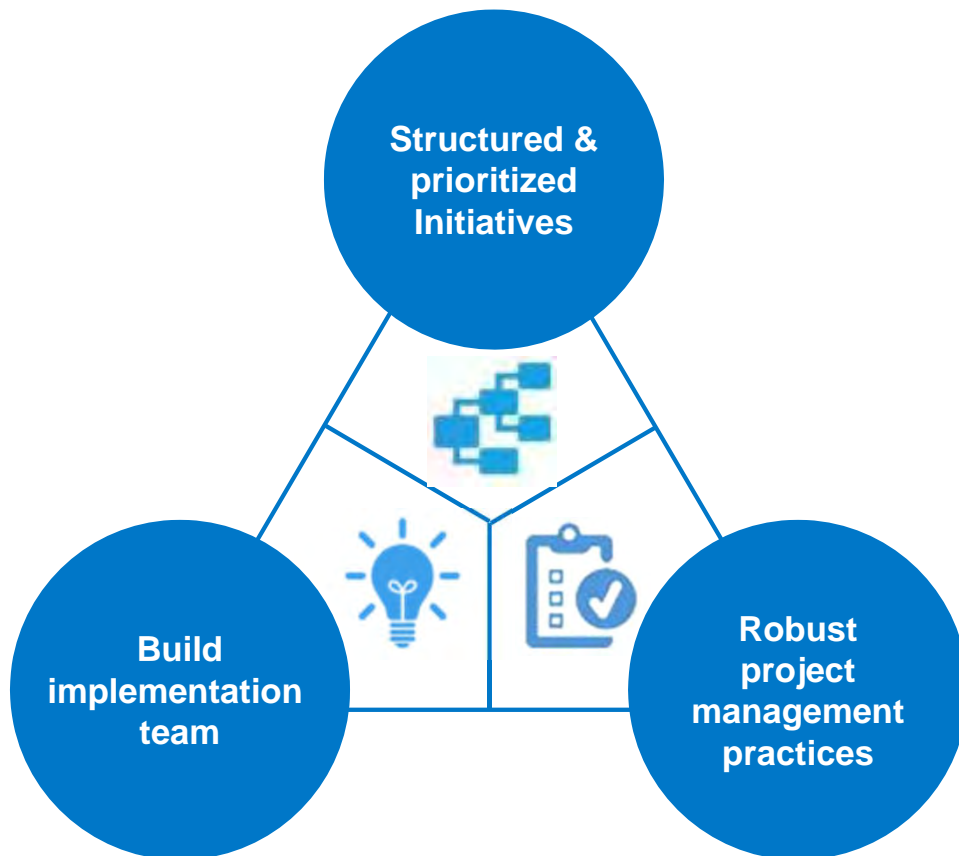
Source: PwC's sales, channels and distribution maturity model, IPC analysis

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Executing transformation follows 3 golden principles/ways

The most important part is to build strong implementation team



1

Structured & prioritized initiatives

- Group initiatives into portfolios to ensure focus and build expertise
- End-to-end portfolio accommodates core business and enablers
- Enable collaboration among portfolios for synergy



2

Built implementation team

- Identify required knowledge and bring in external expertise (SME)
- Build local team and favorable work environment to enable knowledge transfer



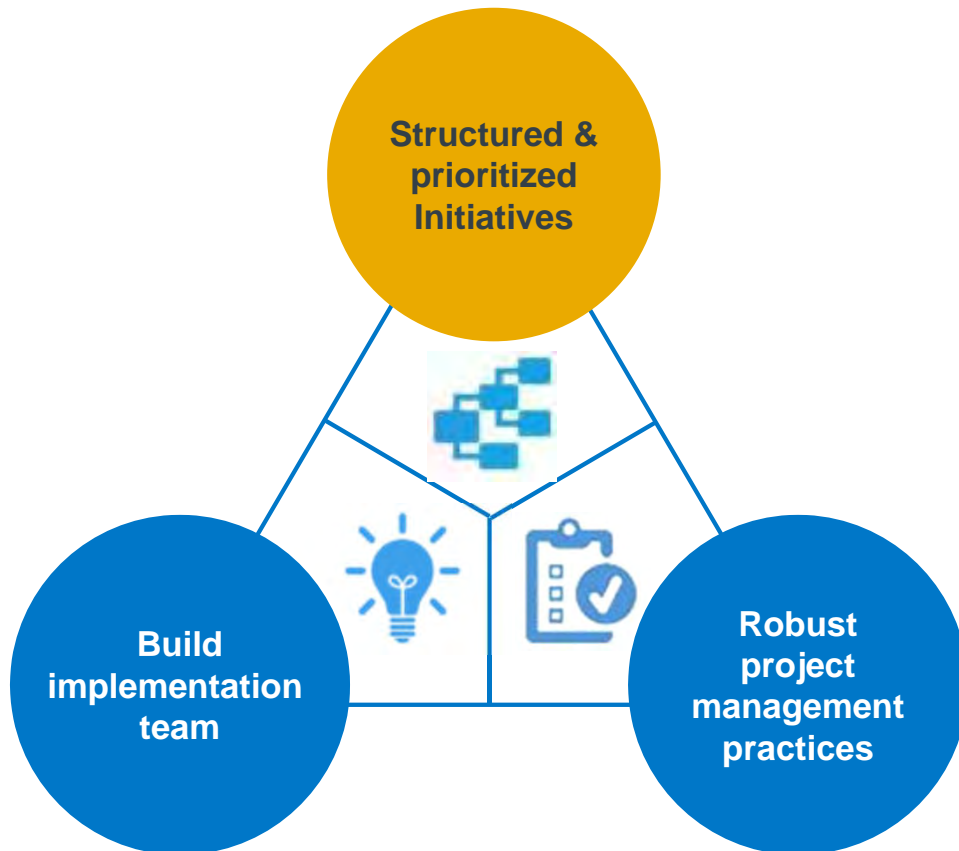
3

Robust Project Management Practices

- Translate initiatives / programs into projects to ensure delivery
- Establish project management team and practices

Structured & Prioritized Initiatives

Grouping the initiatives, expand end-to-end portfolio, enable collaboration



Good collaboration between stakeholders

- Tips : conduct Focus Group Discussion



Formalize commitment of stakeholders

Project Charter		
A. General Information		
Project Title:	OPIS Implementation at Fortissat Container Terminal	
Initial Project Description:	<p>The project is a part of Container Terminal development at OPIS. Fortissat Port is involved to begin to upgrade their container terminal after a competitive bid stage in 2018. Key type of the second stage implementation is a control (OPIS) system as the standard PLC system TOS. To follow the OPIS implementation, additional requirement is infrastructure: upgrade HSE and other key factors must be able to support the OPIS success implementation.</p> <p>OPIS CEO identified Fortissat Infrastructure as the chosen project to assist the PLC and infrastructure and establish the latest technology port which has more better performance capacity to connect container terminal in Indonesia. The project is immediately launch always 1. Implementation of OPIS in vessel handling TOS and 2) container terminal infrastructure.</p>	
Responsibility:	Cargo Manager and IT and its related	
Date:	October 01, 2024	Version: 1.0
B. Project Objectives		
<p>There are 3 main object of OPIS implementation at Fortissat Container Terminal as follows:</p> <ol style="list-style-type: none"> 1. Install OPIS as new TOS of Fortissat Container Terminal which includes: <ul style="list-style-type: none"> Improve container terminal layout and process; Improve port facilities, IT gate etc; Improve organization of container terminal; Develop manpower and create sufficient training for Fortissat employee; Develop new control room within area between of TOS and Quay 2. To improve Fortissat Container Terminal with software HSE line <ul style="list-style-type: none"> Establish a standardized HSE system in the container terminal; Develop new area in surrounding of Fortissat Container Terminal; Improve cost facility (reduce the facility operation cost) 		



Insurance Policy Corporation

Project Charter

1. Signatures

The signatories of the charter below document approval of the form Project Charter. The project manager is empowered by the charter to proceed with the project as outlined in the charter.

Project Signatory	Name	Signature	Date
1. SVP/CEO			7/6/14
Project Sponsor			
	Name	Signature	Date
2. VP Operations			7/6/14
3. VP IT			7/6/14
Project Manager			
	Name	Signature	Date
David Smith			7/6/2014
Customer 1			
	Name	Signature	Date
Customer Representative (IBM Productivity Portfolio)			7/6/2014
Customer 2			
	Name	Signature	Date
1. David Farnsworth Manager, Product & System Inform			
2. M. Louisa Henson Manager, ITM, Performance Report			7/6/14
3. Neil Jacobowitz Manager, Management			7/6/14

Project: Transformation of Productivity

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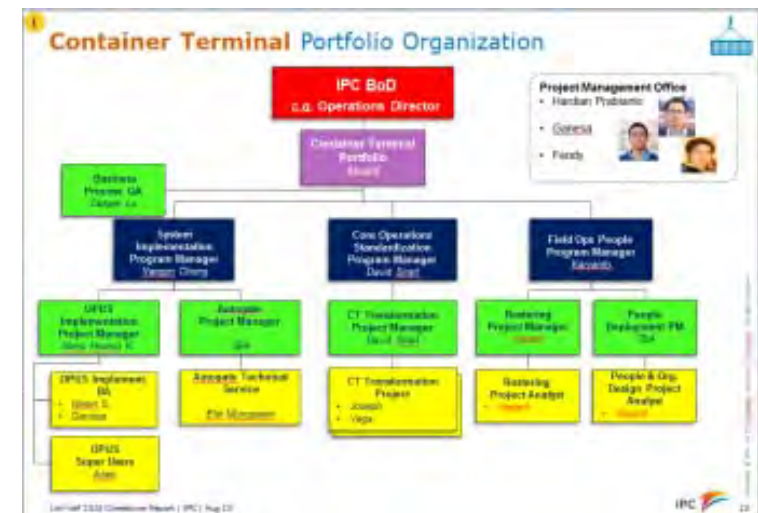
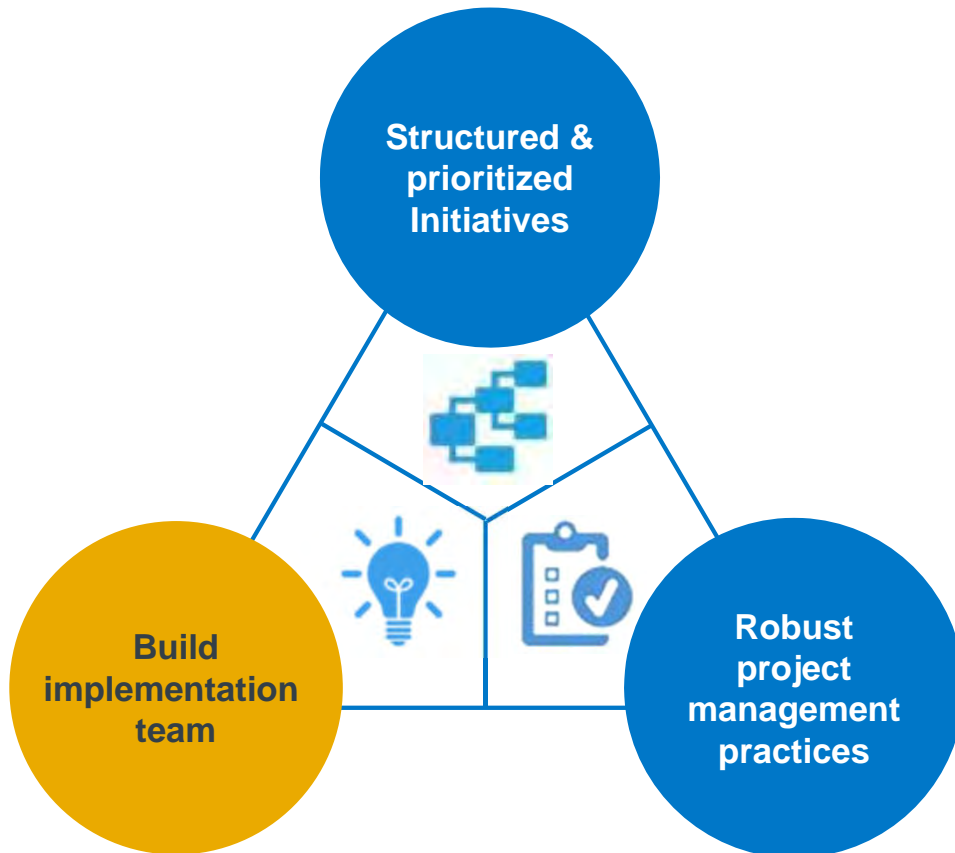
Built Implementation Team

Bring in right-knowledge SME & Raise up local champion



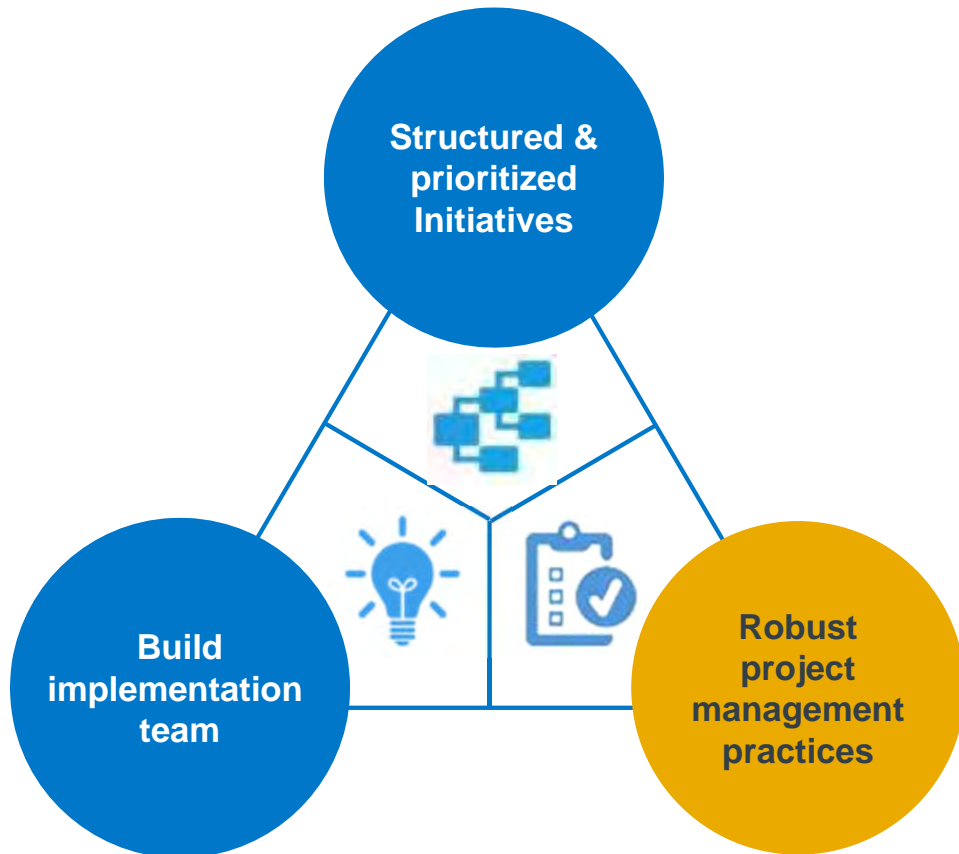
Clear defined project org. structure

- Tips : right people in the right place



Robust Project Management Practises

Establish project management team & injects best practise of project management to translate initiatives/programs into structured projects



Fail to plan = plan to fail

Project Planning

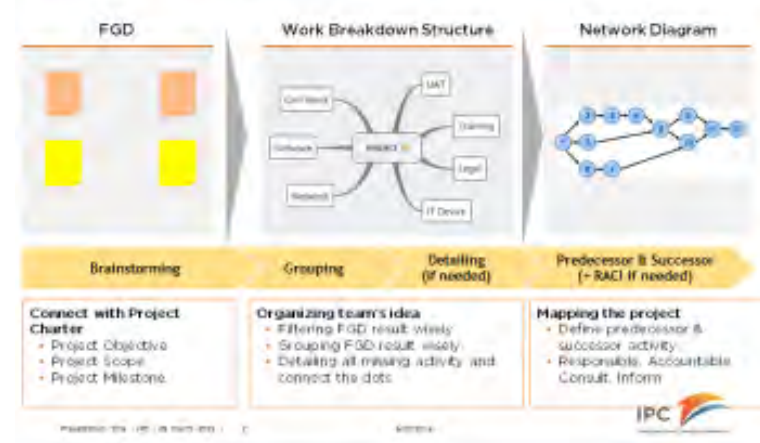


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Transformation on infrastructure from 2011 to 2015

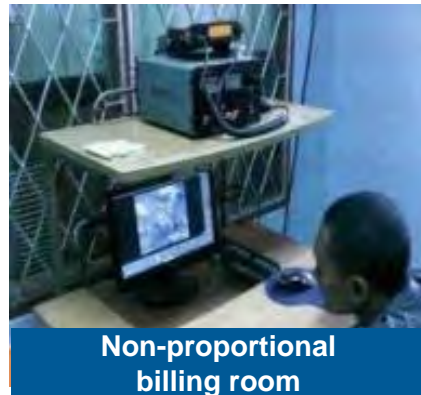
Phase 1 : Paket-C & Survival Kit. Phase 2 : Standardization & Systemization

Before transformation

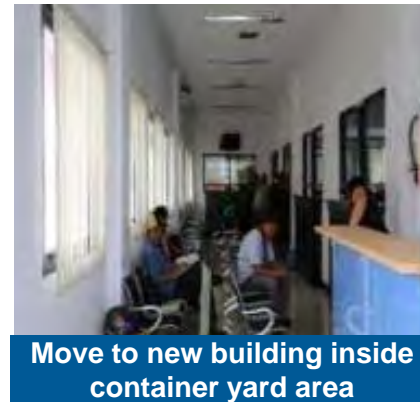
After phase 1

After phase 2

Billing Office



Non-proportional
billing room

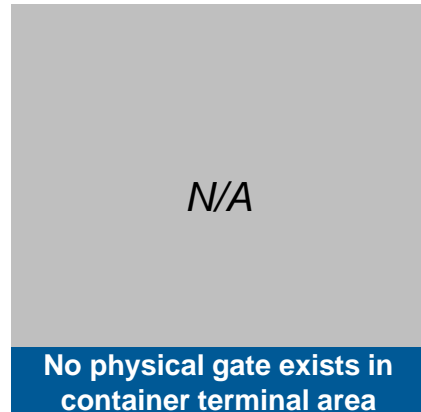


Move to new building inside
container yard area



Modern billing room outside
container yard area

Physical Gate



No physical gate exists in
container terminal area



Physical gate exists in very
limited workspace



Modern physical gate and
easy for maintenance

Transformation on infrastructure from 2011 to 2015

Phase 1 : Paket-C & Survival Kit. Phase 2 : Standardization & Systemization

Before transformation

After phase 1

After phase 2

Container Yard



No marking causing container stacking unclear



Already marked to give clear direction and stacking position



Adding clear slot numbering to help operator RTGC

Control Tower



No control tower (only ordinary office room for planning)



Dedicated room for control tower but no special technology



Modern control tower for planning & control

Transformation on manpower from 2011 to 2015

Phase 1 : Paket-C & Survival Kit. Phase 2 : Standardization & Systemization

Before transformation

After phase 1

After phase 2

Training manpower



Knowledge of operating equipment is very low due to insufficient training



Training Basic Container Terminal for employee in Pontianak



Training for outsourced manpower especially operations team



OPUS training for operations team both in Jakarta and Pontianak



On the job training in PT. PTP to ensure transfer knowledge

Transformation on operation process from 2011 to 2015

Phase 1 : Paket-C & Survival Kit. Phase 2 : Standardization & Systemization

Before transformation

After phase 1

After phase 2

Gate process

No activity in the gate



Document checking was done manually



Weight of the container is not checked properly



Online document checking by gate officer



Automatic weight recording by weightbridge



Assigned Truck ID for every truck



Gate prints CMS to directs truck driver

Transformation on operation process from 2011 to 2015

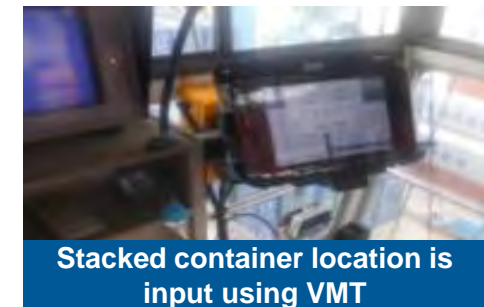
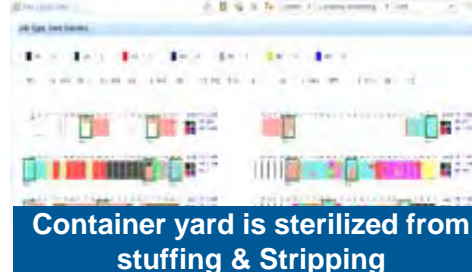
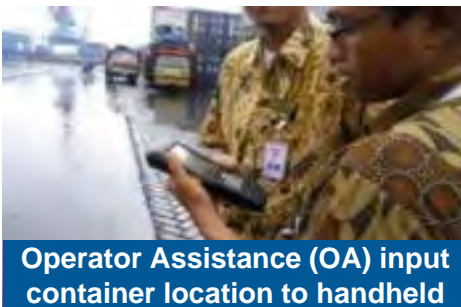
Phase 1 : Paket-C & Survival Kit. Phase 2 : Standardization & Systemization

Before transformation

After phase 1

After phase 2

Yard process



Transformation on process from 2011 to 2015

Phase 1 : Paket-C & Survival Kit. Phase 2 : Standardization & Systemization

Before transformation

After phase 1

After phase 2

Wharf process



Mixing between container cargo with breakbulk cargo



Some container stacked in wharf not in container yard



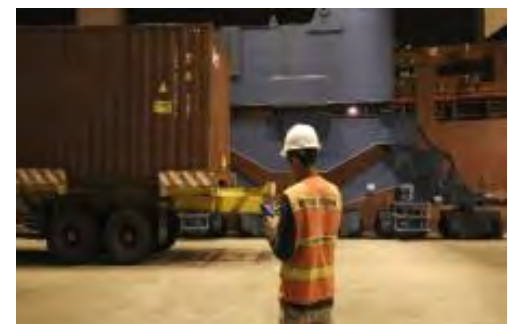
Seperated wharf for container cargo and breakbulk cargo



Confirming discharge and loading through handheld



Wharf for container cargo is sterilized using concrete barrier



Confirming through handheld based on stowage plan

Transformation on operation process from 2011 to 2015

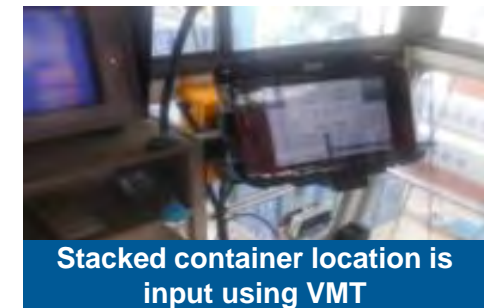
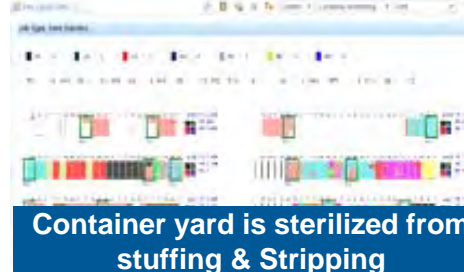
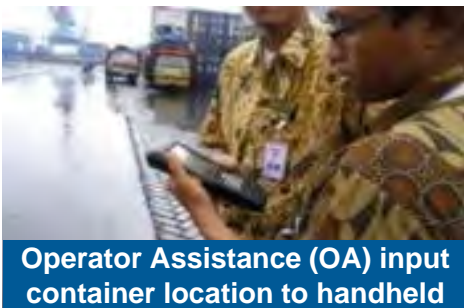
Phase 1 : Paket-C & Survival Kit. Phase 2 : Standardization & Systemization

Before transformation

After phase 1

After phase 2

Traffic



Transformation on operation process from 2011 to 2015

Phase 1 : Paket-C & Survival Kit. Phase 2 : Standardization & Systemization

Before transformation

After phase 1

After phase 2

Traffic



Traffic truck is not regulated well causing traffic jam



External truck without permission entering the wharf



Reach stacker blocks the access road causing traffic jam



External truck is filtered before entering container yard



Only truck for container that is permitted enter container yard



Further sterilization, only truck with TID and verified document can enter container yard



Using pager to direct the internal truck driver

Transformation on technology from 2011 to 2015

Phase 1 : Paket-C & Survival Kit. Phase 2 : Standardization & Systemization

Before transformation



Using system but not supported
neither aligned with operations

REALISASI BONGKAR MUAT

PERIOD: 01 - 01/01/2015

KAPAL: BANGKAL 80

START WORK: 08:00

END WORK: 17:00

DEPARTURE: 18:00

Operation	Activity	Ships	Crane	Size	Type	Status	ID	WAKTU	MS	Notes	
B- UNLOADING	UNLCH	0001	30	20Y	PGL	T			10		
	UNLCH	0001	30	20Y	PGL	T			2		
	UNLCH	0001	40	20Y	PGL	T			27		
	UNLCH	0001	40	20Y	PGL	T			2		
	UNLCH	0001	30	20Y	PGL	T			40		
	UNLCH	0001	30	20Y	PGL	T			3		
	UNLCH	0001	30	20Y	PGL	T			1		
	UNLCH	0001	40	20Y	PGL	T			1		
B- LOADING											
TOTAL									242		

Conventional operations report
(not comprehensive) due to
manual recording

After phase 1



Operational Performance Report

Activity	Ships	Crane	Size	Type	Status	ID	WAKTU	MS	Notes
UNLCH	0001	30	20Y	PGL	T			10	
UNLCH	0001	30	20Y	PGL	T			2	
UNLCH	0001	40	20Y	PGL	T			27	
UNLCH	0001	40	20Y	PGL	T			2	
UNLCH	0001	30	20Y	PGL	T			40	
UNLCH	0001	30	20Y	PGL	T			3	
LODCH	0001	30	20Y	PGL	T			1	
LODCH	0001	40	20Y	PGL	T			1	
TOTAL									242

UNLCH 0001 30 20Y PGL T 10

UNLCH 0001 30 20Y PGL T 2

UNLCH 0001 40 20Y PGL T 27

UNLCH 0001 40 20Y PGL T 2

UNLCH 0001 30 20Y PGL T 40

UNLCH 0001 30 20Y PGL T 3

LODCH 0001 30 20Y PGL T 1

LODCH 0001 40 20Y PGL T 1

TOTAL 242

UNLCH 0001 30 20Y PGL T 10

UNLCH 0001 30 20Y PGL T 2

UNLCH 0001 40 20Y PGL T 27

UNLCH 0001 40 20Y PGL T 2

UNLCH 0001 30 20Y PGL T 40

UNLCH 0001 30 20Y PGL T 3

LODCH 0001 30 20Y PGL T 1

LODCH 0001 40 20Y PGL T 1

TOTAL 242

UNLCH 0001 30 20Y PGL T 10

UNLCH 0001 30 20Y PGL T 2

UNLCH 0001 40 20Y PGL T 27

UNLCH 0001 40 20Y PGL T 2

UNLCH 0001 30 20Y PGL T 40

UNLCH 0001 30 20Y PGL T 3

LODCH 0001 30 20Y PGL T 1

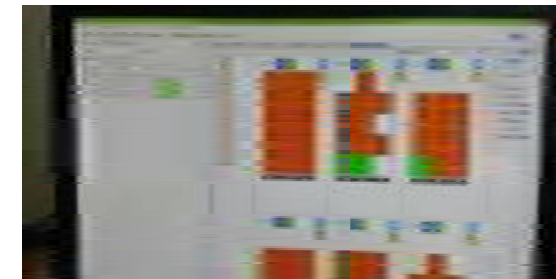
LODCH 0001 40 20Y PGL T 1

TOTAL 242

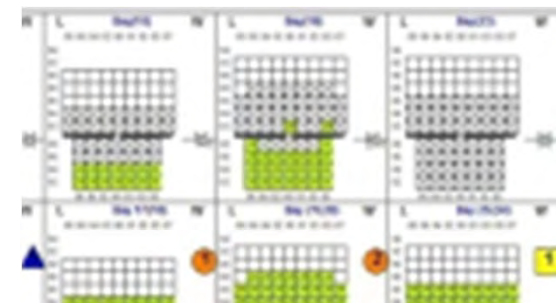


TOS in-house IPC and Ms. Excel
are used for inventory purpose
with static Planning & Control

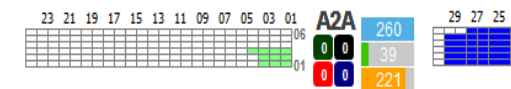
After phase 2



Real dynamic planning & control using
TOS - OPUS



Dynamic ship planning for discharge
and loading using OPUS



Dynamic yard planning for stacking
container using OPUS

Transformation on HSSE from 2011 to 2015

Phase 1 : Paket-C & Survival Kit. Phase 2 : Standardization & Systemization

Before transformation

After phase 1

After phase 2

Environment



Workshop area is dirty, oily and full of rusty garbage



Operations team together clean the workshop



Internal workshop area still needs to be tidied up



Container yard is cleaned without any garbage



Dedicated cleaning service team working to ensure cleanliness



Sorting and tidying up internal workshop using 5R concept

Transformation on HSSE from 2011 to 2015

Phase 1 : Paket-C & Survival Kit. Phase 2 : Standardization & Systemization

Before transformation

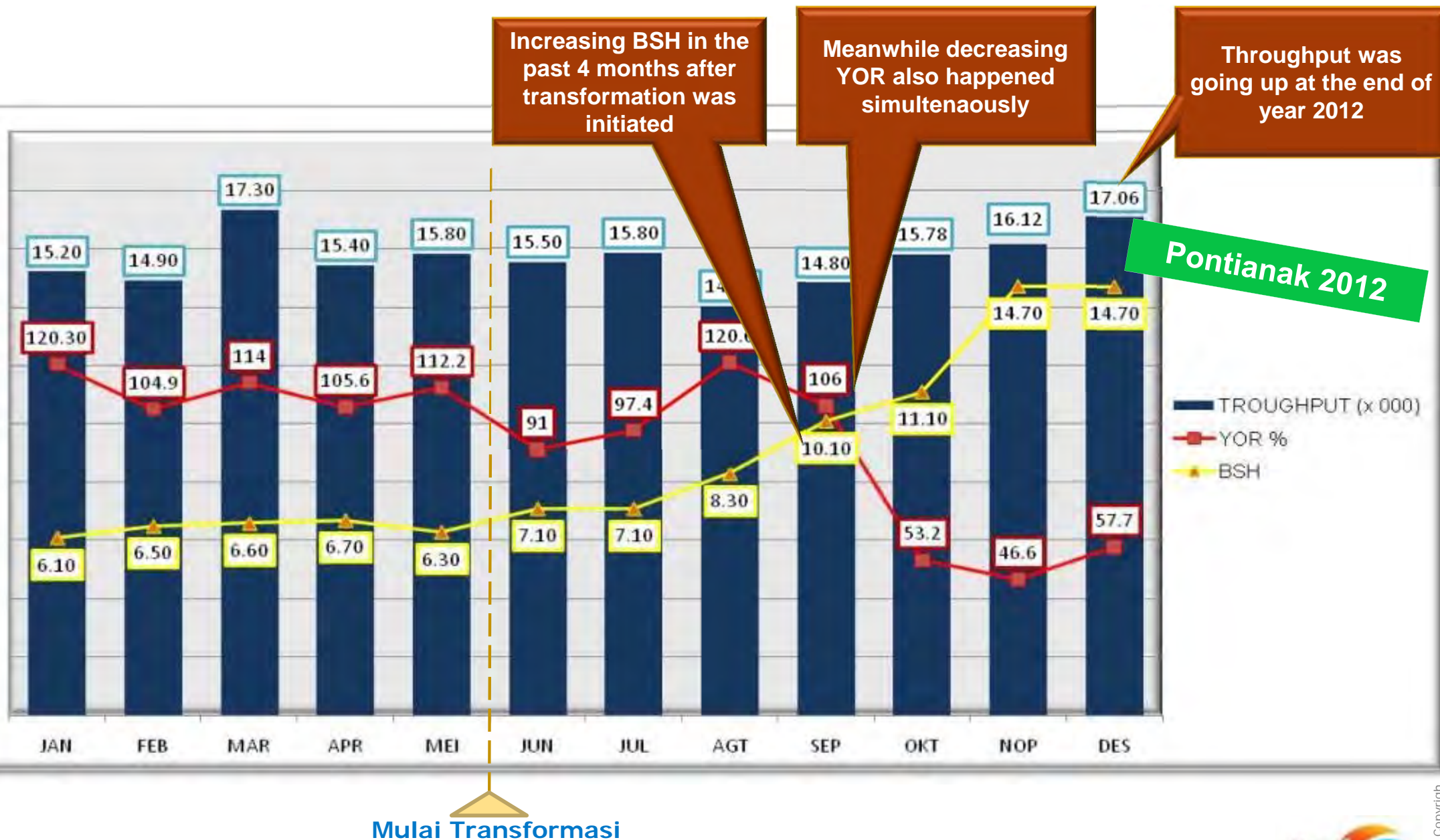
After phase 1

After phase 2

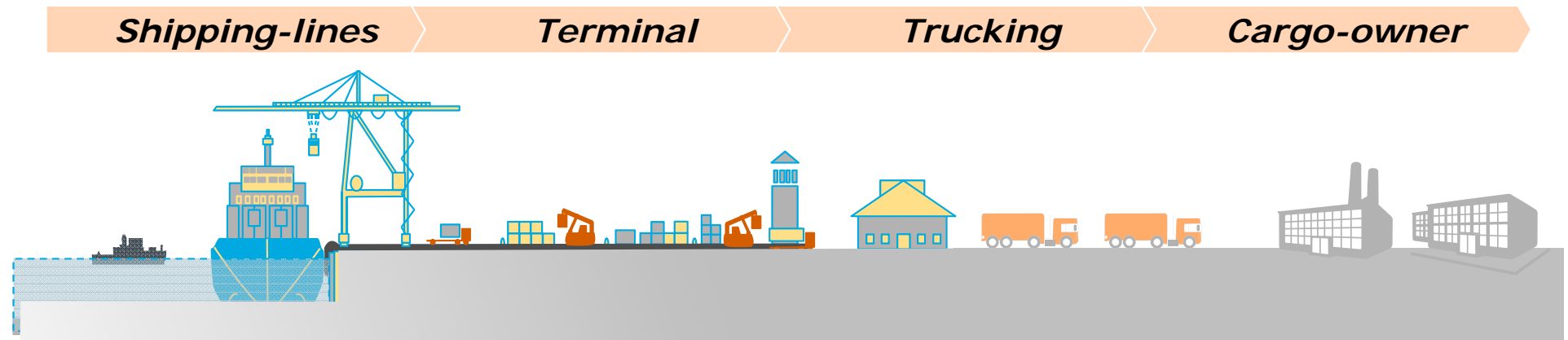
Safety



Phase 1 result: significant impact on port performance by increasing BSH and decreasing YOR



Phase 2 result: broader impact to S/L, trucking and cargo-owner due to good terminal management



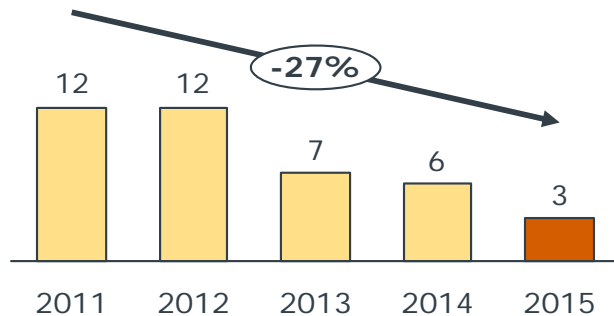
Main indicator

Waiting time for berth 87 → 0 hours ↓	Capacity 2460 → 3500 TEUs ↑	# of trip per day ↑	Freight per TEU Rp 4.6 jt → Rp 2.5 jt ↓
Berthing time 48 → 20 hours ↓	Dwelling time 5.8 → 3.7 days ↓	Reduce Fuel Consumption	Reliability of schedule "Reliable"
Ship size ↑ 100-200 → 400-500 TEUs	Berth occupancy ratio 95% → 45% ↓		Cargo loss or damage "Reduce significantly"
# of ships needed for weekly service 2-3 → 1 ship ↑	Yard occupancy ratio 109% → 57% ↓		Cargo conversion from break-bulk to container
	QCC utilization decrease 42% ↓		

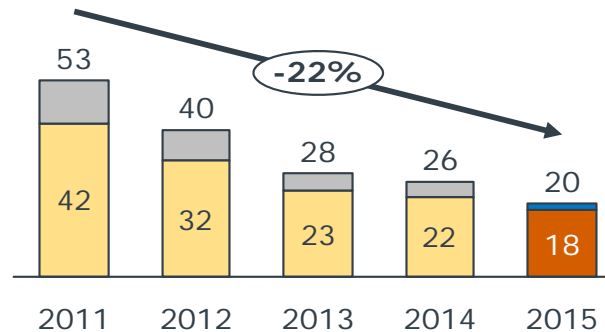
Energizing trade, energizing Indonesia!!

All of these will be beneficial to our customers : S/L, consignee, and end-customer

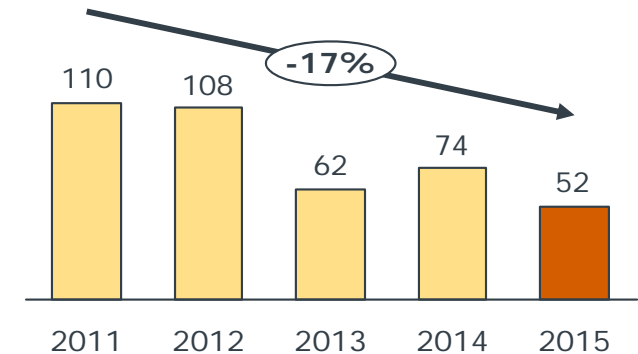
Dwelling Time



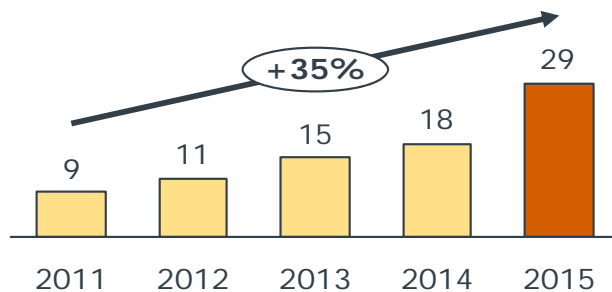
Berthing Time



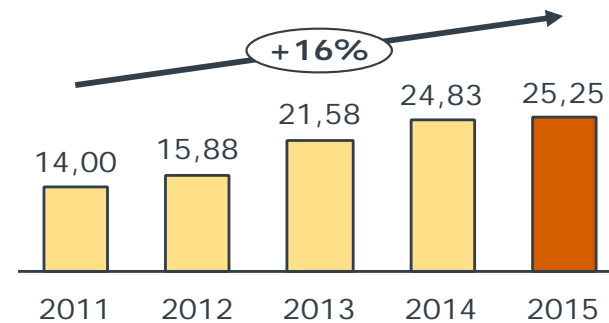
Yard Occupancy Ratio



BSH (Box/ship per hour)



BCH (Box/crane per hour)



Public and government recognize the transformation

Innovation award from vice president

Wapres JK Serahkan Penghargaan Atas 35 Inovasi Pelayanan Publik

Apresiasi yang diberikan ini diharapkan dapat mendorong daya saing tiap institusi untuk memberikan pelayanan yang terbaik kepada masyarakat. Dikutip dari laman Menpan, penghargaan ini adalah wujud program yang mewajibkan kementerian, lembaga, pemerintah provinsi, kabupaten/kota untuk menciptakan minimal satu inovasi setiap tahun.

Sebanyak 35 inovasi yang terpilih telah seleksi dari Top 99 Inovasi Pelayanan Publik. Pada tahun 2016 ini, terdapat 2.476 inovasi peserta kompetisi inovasi pelayanan publik yang mengikuti seleksi awal.



Dwelling Time di Pelabuhan Pontianak Terbaik, Hanya 3 Hari

TEMPO.CO, Jakarta - Wali Kota Pontianak Sutarmidji menyatakan waktu bongkar dan muat (*dwelling time*) barang di Pelabuhan Indonesia II (Persero) Cabang Pontianak hanya membutuhkan waktu sekitar dua hingga tiga hari atau lebih cepat dibanding Pelabuhan Tanjung Priok di Jakarta.

"Dengan cepatnya waktu bongkar-muat barang di Pelabuhan Pontianak, maka manajemennya terbaik di Indonesia," kata Sutarmidji di Pontianak, Senin, 31 Agustus 2015.

Ia berharap, kinerja tersebut terus dipertahankan, sehingga menciptakan iklim investasi yang baik di Kota Pontianak dan Provinsi Kalimantan Barat umumnya.

President : "Pontianak is The Best Domestic Container Terminal in Indonesia"

Pelabuhan ini adalah pelabuhan domestik terbaik di Indonesia, (Pontianak Post, 23 Agustus 2015). "Dari yang hari tunggu kapal 10-14 hari sekarang ini sudah zero time. Tidak ada kapal yang harus antri untuk masuk ke pelabuhan ini. Apalagi sistem operasionalnya menggunakan peralatan yang te-up date." Demikian penjelasan Guntur Prabawa, President Director PT IPC Terminal Petikemas-anak perusahaan Pelindo. Di pelabuhan itu Jokowi, Rizal Ramli dan anggota rombongan dibawa ke atas, ke ruang kontrol tower untuk melihat bagaimana sistem yang sudah semakin baik.

Selengkapnya :

http://www.kompasiana.com/pebrianov/habis-dimarahi-rizal-ramli-diajak-jokowi-jalan-jalan-ke-pelabuhan-pontianak_55d994154b7a615c21f535d9



Dwelling Time at Pontianak is the best (only 3 Days)

Bongkar-Muat di Pelabuhan Pontianak tiga hari

Senin, 31 Agustus 2015 10:32 WIB | 5.487 Views

Pewarta: Andilala



Suasana kawasan bongkar muat peti kemas PT Pelabuhan Indonesia (Pelindo) II Pontianak, Kalbar. (FOTO ANTARA/Jessica Wuysang)

The Best Domestic Container Terminal in Indonesia

Table of Content

1	Pontianak Container Terminal Profile
2	Stage and strategy of Transformation
3	Executing Transformation
4	Result (before and after)
5	Key Learning Point

Well planned and organized project is the key of success

Structured & prioritized initiatives, build strong implementation team and robust project management practises

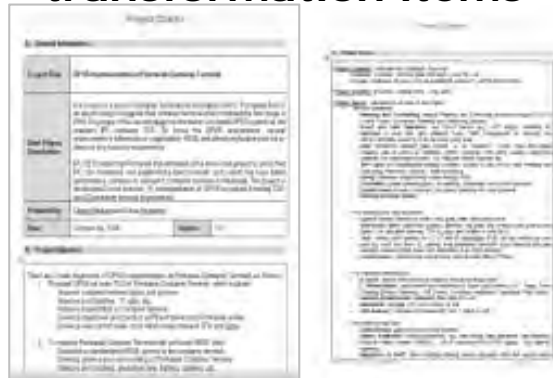
Key #1

Know what you need

Gather the requirements together through FGD



Develop laundry list of transformation items



Key #2

Build strong team

HQ team as the brain



Local team as the muscle



Key #3

Plan – Do – Measure - Improve

Develop detailed plan



Control it strictly



The background is a solid blue color with a repeating pattern of stylized, elongated leaf shapes. The leaves are a slightly darker shade of blue and are arranged in a dense, overlapping manner, creating a textured effect.

Thank you